

---

*A manual for*  
Club Women

---







---

# A MANUAL FOR CLUB WOMEN

---

*by ANNA STEESE RICHARDSON, Director*

*Good Citizenship Bureau of the*

*Woman's Home Companion*

---

*Published by*

L C Smith & Corona Typewriters Inc

New York City

*DEDICATED*  
*TO THE TWELVE MILLION ORGANIZED WOMEN*  
*OF AMERICA*  
*WHOSE UNSELFISH SERVICE TO THE COMMUNITY*  
*IS MAKING OUR COUNTRY*  
*A SAFER, BETTER AND HAPPIER PLACE*  
*IN WHICH TO LIVE*



# TABLE OF CONTENTS

---

	Page
INTRODUCTION.....	5
CHAPTER ONE	
<i>How to Organize a Club</i> .....	8
CHAPTER TWO	
<i>How to Conduct a Meeting</i> .....	15
CHAPTER THREE	
<i>Minutes and How to Keep Them</i> .....	20
CHAPTER FOUR	
<i>Reports and How to Make Them</i> .....	25
CHAPTER FIVE	
<i>Motions—How to Make, Amend, and Pass Them</i> ..	29
CHAPTER SIX	
<i>Resolutions and How to Present Them</i> .....	33
CHAPTER SEVEN	
<i>Elections and How to Hold Them</i> .....	36
CHAPTER EIGHT	
<i>Duties and Qualifications of Officers</i> .....	41
CHAPTER NINE	
<i>Club Finances and How to Handle Them</i> .....	47
CHAPTER TEN	
<i>Club Correspondence and How to Conduct It</i> .....	56
CHAPTER ELEVEN	
<i>Programs and How to Plan Them</i> .....	66
CHAPTER TWELVE	
<i>Community Projects for Clubs</i> .....	72
CHAPTER THIRTEEN	
<i>Shall We Federate?</i> .....	79
CHAPTER FOURTEEN	
<i>Conventions and How to Manage Them</i> .....	84
CHAPTER FIFTEEN	
<i>Publicity and How to Get It</i> .....	93
CHAPTER SIXTEEN	
<i>Club Customs</i> .....	99

*Copyright 1929*

L C Smith & Corona Typewriters Inc



## INTRODUCTION

THE STUDENT of this little book will save herself time and trouble if she will memorize the definitions and explanations which follow. They embrace the terms most commonly used in club life.

1. *The Chair*—the presiding officer, whether her title be president or chairman or whether she be serving temporarily as a substitute for such an officer.

2. *The House*—the organization gathered in the hall or auditorium.

3. *The Meeting*—the members of the organization gathered for any purpose or business.

4. *The Delegate Body*—delegates and alternates sent to a convention to represent an organization, bringing the proper credentials and the right to vote.

5. *The Floor*—the part of the hall appropriated or set aside for members of the organization; hence the right to speak at a given time and to the exclusion of others.

6. *To Obtain the Floor*—to secure from the presiding officer recognition and the right to speak.

7. *Addressing the Chair*—speaking direct to the presiding officer, thus: "Madam Chairman."

8. *The Quorum*—such a number of members of any body as is necessary for the legal transaction of business; commonly a majority.

9. *Order of Business*—established use or customary procedure of an organization gathered in a meeting.

10. *Minutes*—the official report or record of work transacted in a meeting.

11. *Motion*—the proposal that the club shall take a certain action.

12. *Seconding a Motion*—the act of endorsing or approving a motion that has been made.

13. *Amendment*—the act of modifying or changing the wording of a motion, or resolution.

14. *Tabling a Motion*—putting aside a motion, usually for consideration at a future meeting.

15. *Question*—the business or subject of discussion before the house.

16. *Calling for the Previous Question*—a motion that the question pending be put to vote. It is usually demanded when the original motion has been forgotten or has disappeared in a confusion of amendments.

17. *Putting the Question*—the actual taking of the vote by the Chair.

18. *Standing Committee*—a committee whose status and work are defined in the Constitution and By-laws, usually appointed by the President or elected by the House to carry on the regular work of the organization. A constitution usually provides for committees on finance, membership, program and resolutions which serve throughout the club year.

19. *Special Committee*—a committee appointed by the Chair or elected by the House to perform a special service for the organization. Usually discharged when this service has been performed.

20. *Committee of the Whole*—a term used when the club or house resolves itself into a committee to discuss any topic informally and when the President, turning her duties over to another officer or a member, joins in the discussion on the floor. Ordinarily used when the House wishes to inform itself on the subject under discussion.

21. *The Vote*—the act by which the House ex-

presses its formal wish on motions, resolutions and elections.

22. *Plurality*—a term used in an election when one candidate has a larger vote than any other candidate.

23. *Majority*—a vote of more than half the number of ballots cast.

24. *Two-thirds Vote*—this term means that a candidate has received two-thirds of all the votes cast.

25. *Vote by Acclamation*—a loud and general viva voce vote of approval usually followed by a motion to make the election unanimous. In some organizations the recording secretary is instructed by the House to cast the vote for the entire delegate body.

26. *Proxy Vote*—a vote cast in the absence of a member by some other member authorized to act as her substitute. This type of vote cannot be cast unless permitted by the Constitution and By-laws.

27. *Unfinished Business*—business which has been carried over from a previous meeting or meetings.

28. *New Business*—business initiated or started in the current session.

29. *Pro and Con*—for and against, as applied to arguments.

30. *Pro Tem*—for the time being—applied to a member acting temporarily for one who is absent, as “secretary pro tem.”

31. *To Adjourn*—to bring the meeting to a close.

*HOW TO ORGANIZE A CLUB*

This plan will prove practical for any group of congenial women desiring to form a club.

STEP 1. Make a survey of existing organizations in your community. You may find a club of similar aims and purposes already functioning, and you can join this at less effort and expense. Or you may discover a real need for a club of a different type from the one you planned. Duplication of effort is a waste of time and energy.

STEP 2. Call an informal meeting of your small group, and, using the report of the survey as a basis, discuss the sort of club to be organized. The up-to-date club specializes on one or two subjects for study, combining with the reading course an allied welfare or community activity. The literary club reviews new books at its meetings and also supports some such project as installing a school library, or sending books to a hospital. A music club not only studies history and appreciation of music, but also contributes support to the high school orchestra, or a young people's symphony society or it presents a concert course at popular prices. A home economics club inaugurates hot lunches in schools; or sometimes members volunteer to serve in the school cafeteria. A civic club studies government and appoints committees to serve on election boards and to get out the vote.

STEP 3. Make a list of women who might be interested in the sort of club you are organizing, and issue invitations for an informal meeting at a

private home. This invitation should be signed by three or four women, and should state clearly the type of club you are forming, whether it is a cultural club, a civic league or an association for studying child psychology and education for parenthood. Allow at least a week for consideration of your letter.

STEP 4. At this second meeting, effect a temporary organization, including chairman, secretary and committee on constitution. These are usually nominated from the floor and elected *viva voce*. Directly the temporary secretary is elected, she starts keeping a record of all business transacted.

STEP 5. For the guidance of your Committee on Constitution, discuss next such points as names for the organization, its probable membership and its general aims, purposes and work. The larger the membership, the more definite must be your Constitution. The club with a membership of more than fifty must figure on renting a place to meet.

Set a date for a third meeting, allowing ample time for the Committee on Constitution to confer and draft a Constitution and By-laws.

STEP 6. At this meeting, called to order by temporary chairman with temporary officers acting, Chairman of Committee on Constitution reads report and calls for adoption of the Constitution as presented. Temporary secretary re-reads draft, article by article. Each article of the Constitution is then discussed in its order. Changes may be recommended and, if approved, inserted in the report, but the Constitution is not finally voted on until each and every article has been discussed. By this vote, it is accepted or rejected as a whole.

If there is serious difference of opinion on the Constitution, the Committee may be given further time to revise it. If it is acceptable to the proposed

membership present, it is adopted by viva voce vote, which is usually made unanimous.

STEP 7. The Constitution having been accepted, all those who desire to join the proposed club, sign the Constitution, pay their initial dues and become the founders or charter members of the organization. Automatically they also become the permanent voting body or what is known in parliamentary procedure as the House.

STEP 8. The Chairman on Constitution reads the By-laws, which are accepted, or amended and then accepted as was the Constitution, by vote.

STEP 9. Election of permanent officers as prescribed by the Constitution and By-laws, is then held and committees are appointed or elected.

#### MODEL CONSTITUTION SUITABLE FOR SMALL CLUBS

This can be modified to meet the needs of any type of organization for women.

#### ARTICLE I

This club shall be called the Woman's Civic Club,  
of .....

#### ARTICLE II

The objects of this club shall be to study history, sociology, civics, public health, community recreation and other topics which may improve local conditions and create more friendly and sympathetic relations in club and community.

#### ARTICLE III

##### *Membership*

The membership shall consist of not more than fifty women, and shall be open to all women of the community interested in the purpose of the club.



## ARTICLE IV

### *Meetings*

SECTION 1. The club shall meet regularly on the first and third Wednesday afternoons of each month from September to June inclusive, at places designated by the House Committee.

SECTION 2. The May meeting shall be the Annual Meeting for hearing reports from all officers and standing Committees and for electing the same.

SECTION 3. Any regular meeting may be postponed by the President with the concurrence of the Vice-President and Secretary.

SECTION 4. Special meetings may be called at any time by the President with the concurrence of the Vice-President and Secretary.

## ARTICLE V

### *Officers*

SECTION 1. The officers shall be a President, Vice-President, Secretary, and Treasurer.

SECTION 2. The officers shall be elected by ballot at the May meeting each year to serve for one year. They may be re-elected for one term more.

SECTION 3. The officers together with the Chairmen of Standing Committees shall constitute the Executive Board or Committee.

*Note*—for clubs with large membership it is advisable to elect a Board of Directors, numbering from six to ten, who cooperate with officers and Chairmen of Standing Committees in directing the affairs of the organization.

SECTION 4. In case of a vacancy occurring during the club year, the Executive Committee shall appoint a member to fill the post, except the presidency,

in which case the Vice-President automatically becomes president.

## ARTICLE VI

### *Amendments*

This Constitution may be amended at the annual meeting by a two-thirds vote of those present, provided always that the proposed amendment has been submitted in writing at a previous business meeting.

## BY-LAWS

### I: *Membership*

SECTION 1. Names of new members shall be submitted to the Membership Committee. Each name shall be proposed by one member and endorsed by two others who know the candidate personally.

*Note*—In considering the Constitution and By-laws, the founders should decide whether new members shall be chosen by the Membership Committee, or whether the names shall be presented to the club and voted on, at a regular meeting.

SECTION 2. Any member who has been absent for three consecutive meetings without excuse may be dropped from the roll by a vote of the majority present at a regular meeting.

### II: *Dues*

SECTION 1. The initiation fee shall be.....  
The annual dues shall be.....

Initiation fee shall be payable as soon as the new member is advised that she has been elected to membership, and she shall not be eligible to vote until she has paid both initiation and annual dues.

Annual dues are payable on or before .....

SECTION 2. Only members whose dues have been paid are eligible to vote.

SECTION 3. Any member whose dues have not been paid for six months may be dropped from the roll by a majority vote at a regular meeting.

SECTION 4. Any member dropping out of the club for a year or more shall not be re-instated until she has been re-elected and has paid initiation dues exactly like a new member.

### III: *Duties of Officers*

SECTION 1. President. She shall preside at all meetings at which she is present; shall exercise general supervision over the affairs and activities of the club and shall serve as member ex-officio on all standing committees.

*Note*—If the President desires to participate in debate, she may turn the chair over to the Vice-President or such other officer as she may select.

SECTION 2. Vice-President. She shall assume all duties of the President in the latter's absence.

SECTION 3. Secretary. She shall handle correspondence for the club and keep the minutes of each and every meeting, said minutes to be an accurate record of all business transacted.

*Note*—If the club is large there may be two secretaries, recording and corresponding. The former keeps the minutes, the latter conducts the correspondence, issues notices of meetings and keeps State and General Federation advised concerning the election of new officers in the club.

SECTION 4. Treasurer. She shall receive all club funds and pay out funds only on order signed by the President and the Secretary (or Finance Committee).

*Note*—A large club with many departments and activities may require an auditor in addition to the secretary, but usually a public accountant or auditor can be engaged to audit the treasurer's accounts.

## IV: *Committees*

SECTION 1. Committees shall be appointed by the President (or Executive Board or they may be elected by club. Choose one method.)

SECTION 2. The Standing Committees shall be as follows: Finance, Program, Membership, House, Nominating, Resolutions, Hospitality.

## V: *Quorum*

Fifty-five percent of the membership shall constitute a quorum for the transaction of business.

*Note*—This figure may be changed but fifty-one percent should be the minimum.

## VI: *Order of Business*

Call to Order	Unfinished Business
Reading of Minutes	New Business
Roll Call	Program
Reports of Officers and Committee Chairmen	Adjournment.

## VII: *Parliamentary Authority*

“Robert’s Rules of Order, Revised” shall be the parliamentary authority of this club.

## VIII: *Amendments*

These By-laws may be amended at any regular meeting of the club by a two-thirds vote of those voting, provided the proposed amendment has been submitted in writing at a previous business meeting.

## *HOW TO CONDUCT A MEETING*

A popular order of business is this:

1. Call to order.
2. Ritual, which may include singing of club song or a hymn; prayer or brief reading from Scriptures; Salute to the Flag; recital of "Club Litany," or "The Club Woman's Collect."
3. Minutes of previous meeting, read by Secretary.
4. Roll call, with or without responses.
5. Reports of Officers and Committees; Correct order—President, Vice-President, Secretaries, both Corresponding and Recording; Treasurer; Auditor; Chairmen of Standing Committees; Chairmen of Special Committees.
6. Unfinished and new business.
7. Program or address by speaker of the day.
8. Adjournment.

When the meeting has been called to consider some special project or business, all other committee reports and all unfinished or new business may be omitted. When a social hour replaces the program or address, adjournment comes directly after unfinished and new business, the presiding officer announcing that tea, luncheon, cards or other entertainment will follow.

The correct method of procedure is this:

At the hour set for meeting to open, not ten or fifteen minutes later, the presiding officer, hereafter

known as the Chair, rises, strikes the table or desk with her gavel and states:

"The meeting will please come to order."

The officers take their proper places on the platform. Club members, hereafter known as the House, take their seats and *stop talking*.

At this point, the Chair may recognize visitors from out of town or from other organizations and invite them to sit on the platform. This courtesy is usually reserved for officers or women distinguished for some special service to the public or their organizations.

The guests being seated, the Chair, still standing, announces:

"We will sing 'America, the Beautiful'." Or, "Mrs. Stillwell will lead us in prayer."

*Note*—It is advisable for a club to establish certain customs early in its history, such as rising or remaining seated when singing, and rising to welcome distinguished guests. These are questions of courtesy or custom, not parliamentary procedure.

The Chair then says: "The Secretary will read the Minutes of the last meeting."

The Chair takes her seat, and the Secretary, rising and stepping to the front of the platform, reads the minutes clearly and distinctly.

At the close of this reading, the Secretary sits down, the Chair rises and says, "You have heard the minutes. Are there any corrections or additions?"

If a member has failed to hear or understand any paragraph of the minutes she may ask to have it re-read. If any corrections or additions are to be made, the person offering them, rising, says: "Madam Chairman (or President), this or that correction should be made."



With the approval of the house, the Secretary makes the corrections.

The Chair—"If there are no further changes the minutes will be approved as corrected." A brief pause, and the Chair adds: "They are so approved."

If there are no corrections or changes, the Chair says: "The Minutes stand approved as read."

The Chair then calls for reports from officers, from standing committees and special committees in order, thus:—

"We will now hear the report of the Treasurer."

Members should follow the report of the Treasurer closely and for her protection it should be adopted or approved by vote, thus:—

The Chair: "You have heard the Treasurer's report. Will some one move its acceptance?" A member rising: "Madam Chairman." The Chair recognizes the member and the member says, "I move that the Treasurer's report be accepted."

Another member (without rising)—"I second the motion."

The Chair: "It has been moved and seconded that the Treasurer's report be accepted. Is there any discussion?"

If no corrections or objections are offered, the Chair asks:

"Are you ready for the question?" A pause. "Those in favor say 'Aye!'" Pause. "Contrary, 'No.' " Pause. "The ayes seem to have it. The ayes have it. The report is accepted as read."

In many clubs the person making the motion gives her own name when addressing the Chair thus:—"Madam President." (Then her own name—"Mrs. Green.") This is good parliamentary usage even when members are known to the Chair. It helps the Secretary to keep her records straight and it trains

all members to introduce themselves properly when addressing the Chair at conferences and conventions where they are not known. Much time is wasted when Chairmen and Secretaries must ask repeatedly for the names of women addressing the Chair.

Reports from Committees are accepted and placed on file. If the Committee recommends certain definite action by the club, the report is handled in one of two ways. A member, rising, says: "I move that we accept the report and place it on file." This means that the recommendations can be discussed at some future time. Or she may say:—"I move that we accept the report and adopt the recommendations therein." This means that the recommendations will be discussed here and now.

Next the Chair calls for unfinished business, that is, business which was started at a former meeting but which was postponed for lack of time.

The Chair then takes up new business. If she knows of certain matters to be brought before the house, she may say something like this: "The Board of Education has asked our club to cooperate in a survey of illiteracy. I will ask Miss Roth, principal of the Third Street School, to present the matter to you."

"Miss Roth" presents the plan as briefly as possible and it is then before the house. A member moves that the club cooperate with the Board of Education in making the survey, the motion is seconded and discussion is in order.

If the Chair is not cognizant of any matter to be brought before the house, she will say: "Is there any new business to come before us?" Any member is then free to lay any business question before the house.

If the Chair desires to participate in debate, she

will ask the Vice-Chairman or Vice-President or some other officer to take the chair, and she will not resume her place until she has concluded her part in the debate. She cannot take part in a debate or make a motion while presiding over a meeting.

If there is no unfinished or new business for the house to consider, the Chair announces:—"The program of the day is now in order."

If the business meeting overlaps the hour announced for the program, a member may make a motion to adjourn and the Chair may close the session on the vote of the house and postpone consideration of further business until the next meeting.

Proper procedure for adjournments:—

Member (rising) "Madam Chairman (or President), I move we adjourn."

Second member (seated), "I second the motion."

The Chair:—"It has been moved and seconded that we adjourn. Those in favor say 'Aye.'" A brief pause. "Those opposed, say 'No.'" Pause. "The ayes seem to have it. The ayes have it. The motion is adopted and we stand adjourned."

If the house feels that the business under consideration is too important to be postponed, and the "noes" have it, the Chair states: "The motion to adjourn is lost. We will continue the debate on the resolution to make a survey of illiteracy in the Hungarian quarter."

Note that the Chair stands when calling the meeting to order, when stating a motion, when putting it to vote and when introducing a speaker. At all other times she may be seated.

Other parliamentary procedure will be discussed in chapters dealing with motions, amendments, resolutions, reports and elections.

*MINUTES AND HOW TO KEEP THEM*

The record of what is done at a regular or special meeting of a club or a committee is called minutes.

Minutes are also kept at a convention.

Minutes are kept by the Secretary, or by the Recording Secretary if an organization has two secretaries. In the absence of the Recording Secretary, the minutes may be kept by the Corresponding Secretary or some one appointed temporarily by the President.

Minutes are a record of all business transacted, including plans presented, activities undertaken and findings reported, at a meeting. They are not an essay nor should they include criticism. Qualifying adjectives and adverbs and comment on papers or addresses do not belong in minutes. The Secretary writes: "Mrs. Wilson read a paper on 'Library Extension Work' "; not "Mrs. Wilson read a carefully prepared paper on 'Library Extension Work.' "

Properly prepared minutes contain these facts: Name of organization, committee or session of convention; kind of meeting, regular, special or adjourned; date and place (the latter may be omitted if the club has its own home or a regular meeting place); name of presiding officer; list of officers present or their substitutes; disposition of minutes of preceding meeting; reports read and approved; recommendations; every motion carried or lost (motions withdrawn need not be recorded); resolutions copied verbatim, if adopted; record of every vote taken by ballot, showing number of votes cast

on each side; brief statement covering program; adjournment.

When important business is under consideration, the Secretary should include the names of members offering motions and, if so ordered, the names of members voting for and against the motion.

Minutes must also be kept by the Secretary of any Committee handling important business, and a copy should be given to the Secretary of the club as a matter of record. See Chapter on Reports.

Resolutions and committee reports should be presented in writing, typewriting preferred.

Minutes should be entered on the right-hand page of the book only, the left-hand being used for making corrections. After each meeting, the Secretary should incorporate the corrections in the minutes, making a fresh copy and inserting this into her loose-leaf book as a record. Erased and interlined records are not a credit to the Secretary and may occasion question as to their accuracy.

Short paragraphs make it easier for the Secretary or her substitute to read minutes.

Minutes should always be signed by the Secretary or her substitute. When a substitute serves as Secretary, the President should sign the minutes also.

### *Equipment Needed*

1. A loose-leaf note-book of convenient size for Secretary to hold when reading, about eight or nine inches square. This type of note-book permits the Secretary to destroy pages containing mistakes and does away with erasures.

2. An ample supply of loose sheets.

3. A fountain pen, an eraser, a blotter, several pencils and a scratch pad.

4. A typewriter.

Minutes copied on a typewriter make a legible and convenient record. Carbon copies can be kept, insuring protection if originals are lost. Practically every progressive club now supplies its Secretary with a typewriter.

### *A Model for Secretaries*

Note the arrangement of headings on these two pages. This is convenient for quick reference when questions are asked from the floor.

#### *Meeting Oct. 2, 1929*

The regular meeting of the Women's Civic League of (see name in Chapter I) was held in the parlors of the First Methodist Church, October 2d at 3 P.M., with the President, Mrs. Harold Mears, in the chair. Present, 45 members. Meeting was opened with singing of "America, the Beautiful." Minutes of previous meeting were read and approved.

#### *Treasurer's Report*

The report of the Treasurer, attached, was read, approved and placed on file.

#### *Report of Music Committee*

Mrs. Thomas Judson, Chairman of the Music Committee, reported that estimates on popular priced concert courses which could be offered to the community at 25 cents a ticket had been received from three concerns. The Committee had given these estimates careful consideration and recommended that the Club present the course offered by the National Music League.

#### *Concert Course Authorized*

Mrs. Frank Croxton moved that the Club adopt the recommendation of the Music Committee and



authorize it to take entire charge of the popular priced concert series. Vote 42 to 3.

### *Report of House Committee*

Mrs. Will Raymond, Vice-President and Chairman of the House Committee, reported that the following organizations had voted to cooperate in raising funds to build a community house with an auditorium and individual meeting rooms for clubs and societies: The Tuesday Music Club; the Girls' Friendly Society; The Drama League; and the League of Women Voters. Three other organizations had taken the matter under advisement, and would give their decision within thirty days.

### *Report Accepted*

Mrs. Arthur Smith moved that the report of the House Committee be accepted with a vote of thanks from the Club for its efforts to secure the cooperation of other societies in building a community house which would afford accommodations for the Women's Civic Club of (see name) and that it be empowered to continue negotiations with other organizations. Recommendations adopted unanimously.

### *Report of Committee on International Relations*

Mrs. Gene Thomas, Chairman of the Committee on International Relations, described the aims and purposes of the State Conference on Cause and Cure of War, announced for November 14th and 15th at Zanesville, and moved that four delegates be appointed to attend it.

### *President Authorized to Appoint Delegates and Alternates*

After some discussion, the motion was carried, 40 to 5. On motion of Mrs. James Moore, the President

was empowered to appoint four delegates and four alternates. Vote 38 to 3; 4 not voting. The President announced that she would have the appointments within a few days.

*Program on Community Recreation*

As there was no further business for the house to consider, the President turned the meeting over to the Chairman of Community Recreation, Mrs. Jos. Lyman, who presented a program consisting of instrumental music by the High School Orchestra and an address on "Playgrounds or Juvenile Criminals—Which," by Miss Ethel Spear, of the Playground and Recreation Association of America. (Copy of address attached to this report.)

The address was followed by questions and discussion. After singing—"God Be With Us Till We Meet Again," the meeting adjourned.

(Signed) ALICE M. MORRIS, *Secretary*.

## *REPORTS AND HOW TO MAKE THEM*

The President's report, presented at the annual meeting, is a review of her administration.

The Secretary's report, known as minutes, is offered at every meeting. It is described fully in Chapter III—"Minutes and How to Keep Them." The Secretary also gives a summary of her work at the annual meeting.

The Treasurer's report, read at each regular and special meeting, and also at the annual meeting, is described in Chapter IX, "Club Finances and How to Handle Them."

It is reports of Standing and Special Committees which the rank and file are most often asked to make.

The method of electing or appointing Standing Committees is determined by the Constitution and By-laws. Special Committees may be appointed by the President or the Executive Board or elected by the club. Chairmen of Standing Committees who usually serve with officers on the Executive Board for the entire year, may select the members of their committee, or the President may appoint both the Chairman and her committee.

Special committees are appointed or elected to perform a specific service or to make a special investigation or survey. They are discharged when their work is done.

Committees are organized like miniature clubs. The Chairman acts as President, and a secretary, chosen by the members of the committee, keeps the minutes of committee meetings, recording date of

each meeting, motions made, carried and rejected. Sub-committees may be formed within the committee to take on certain phases of the work or investigation.

The effective committee consists of club members who are sincerely interested in the proposed work. The Chairman is responsible for notifying members of the Committee concerning the date, hour and place for its meeting; for opening the meeting on time and conducting it in a business-like manner. A committee meeting is less formal than a club meeting, and the Chairman may express opinions without turning the chair over to another member of the Committee, but at the same time, she should skillfully guide the discussion so that it does not stray to subjects not pertinent and relative to the Committee's work.

The Committee's report is compiled from the minutes by the Secretary of the Committee and read at the next meeting of the Club by the Chairman of the Committee. Two copies of this report should be made. One is retained by the Chairman of the Committee; the other is given to the Secretary of the Club for her records. A typewriter, with carbon paper, solves the problem of making duplicate copies.

Here are examples of committee reports:

A—"The special committee on installing a playground in the Third Street school yard reports that estimates for grading and fencing have been received from three firms, but all are too high for the present state of the club's finances.

"The city engineer, John Larson, has advised your committee to advertise for bids. The Committee recommends that this be done; also that the Committee be authorized to approach the Rotary Club which is interested in the under-privileged boy, and seek its financial cooperation in the project."

B—"The Committee on Citizenship Day reports that 30 members of the club were present at the sitting of the Naturalization Court, Judge Amos Brown presiding, on July 2, 1929. Twenty-five men and women received their final papers, and each was presented by your committee with a small flag, a copy of the U. S. Constitution and a copy of The Salute to the Flag. Club members joined Court attendants in congratulating and welcoming the newly made American citizens. Judge Brown thanked the club members present on having added greatly to the dignity of the occasion.

"In the evening your Committee, assisted by other members of the club, entertained the new citizens and members of their families in Lincoln Park. The Lake District Light and Power Co. illuminated the grounds with red, white and blue bulbs. The Police Band and the High School Orchestra furnished music for dancing, and your Committee, assisted by the Ladies' Aid Society of the Community Church, served lemonade and cake. Not only were the interest and appreciation of our new citizens shown by thanks and applause, but several of the women who had been naturalized asked the privilege of contributing cakes made from native recipes; and two groups, Russian and Hungarian, presented native dances. Your Committee feels that the club may render this civic service on each Naturalization Day."

Standing Committees frame reports in practically the same style.

The correct procedure for presenting reports is this:

At the proper time in the order of business, the Chair announces: "We will now have reports from Committees. Will the Chairman on Membership please report?"

She calls for reports from each of the Standing Committees; then from Special Committees.

In answer to each call, the Chairman of the Committee rises, saying: "Madam Chairman" (or President). The Chair recognizes her by name thus: "Mrs. Andrews," and the Chairman reads her report.

If she is an officer seated on the platform, she steps to the front to read. If she is seated on the floor, she may stand there, or she may walk to the front and face the members, to be heard more clearly.

Having ended the reading, she says: "I move that this report be accepted." If the report includes recommendations, she adds, "I move the acceptance of this report and the adoption of its recommendations."

Should Committee Chairman fail to move that the report be accepted, the Chair will say: "You have heard the report of the Committee on Citizenship Day. Will some one move to have it accepted?"

A member, rising, moves that it be accepted and recommendations adopted. Member, seated, seconds the motion, and the matter is then open for vote or discussion. See Chapter II, "How to Conduct a Meeting." When report has been accepted, the Special Committee is automatically dissolved.

If a Special Committee has performed signal service for the club or community, a vote of thanks may be passed when the report is accepted. If a Special Committee is not yet ready to report, the Chairman rises and so announces, asking that the Committee be given more time to consider the matter in hand.

If a Standing Committee has done nothing since the preceding meeting, the Chairman may rise and say, "This Committee has no report to make." Remarks which are merely comment or airy banter are out of order. Reports, like minutes, should present facts, progress, or recommendations.



*MOTIONS—HOW TO MAKE, AMEND  
AND PASS THEM*

All club business is conducted by means of motions, thus:

"I move that the club contribute \$25.00 to the relief fund for the Mill Run disaster."

"I move that the Chairman appoint a special committee to cooperate with the Kiwanis Club in building a swimming pool at Lincoln Park."

"I move that the Recording Secretary be authorized to purchase a filing cabinet and a typewriter to aid her in keeping the club records."

"I move that the club send a telegram of congratulations to the President of the State Federation, Mrs. William Blackwell, on her appointment to the State Board of Education."

The house cannot take any action, transact any business, appropriate money for any purpose or discuss and vote any question which has not been presented as a motion.

Time will be saved and misunderstandings averted if motions on important business are prepared in writing, preferably in typewriting, with a carbon copy to which the Chair can refer.

The correct procedure is this:

When a member desires to bring a question before the house, she rises and says: "Madam President." The Chair recognizes her thus: "Mrs. Green."

Mrs. Green: "I move that the Chairman (or President) appoint a special committee to cooperate

with the Kiwanis Club in building a swimming pool in Lincoln Park."

Mrs. Dunn (without rising) "I second the motion."

The Chair: "It has been moved and seconded that . . . . . " (repeating the motion as it was made, verbatim). "The question is now open for discussion."

Mrs. Burnett: "Madam Chairman."

The Chair: "Mrs. Burnett."

Mrs. Burnett: "May I ask Mrs. Green to tell us what the Kiwanis Club has done on the swimming pool to date?"

Mrs. Green (rising)—"Madam President—Mr. Curtis, Secretary of the Kiwanis Club, tells me. . . ." here she reports plans and progress of the Kiwanis Club in detail but as briefly as possible. Other members of the club express opinions, always addressing the Chair and not the former speakers.

When the Chair feels that sufficient time has been allowed for discussion, she re-states the motion verbatim, and asks, "Are you ready to vote?"

If no one objects or if a member cries "Question," she continues: "All those in favor say 'aye.'" Pause. "All those opposed to the motion, 'no.'" Pause. "The 'ayes' seem to have it. The 'ayes' have it. The motion is carried."

Even though the affirmative vote may seem overwhelming, the Chair must call for the "noes" to make the vote legal.

Let us now suppose that a member is not only in favor of the swimming pool, but thinks that the work should be completed immediately. She can offer this amendment: "Madam President, I move that Mrs. Green's motion be amended to read that the Women's Civic Club appropriate the sum of \$150.00 toward the swimming pool in Lincoln Park

and that a committee of three be appointed to co-operate with the Kiwanis Club immediately, urging that the pool be completed before the close of the school year."

This amendment is seconded and the Chair states it as she stated the original motion. If the members who made and seconded the original motion accept the amendment, discussion is again in order and the vote is called for exactly as it is for a motion which has not been amended.

If discussion is prolonged until it becomes tiresome or until it interferes with other important business, a member may rise and offer what is known as a subsidiary motion, thus: "Madam President, I move that this question be laid on the table."

If this motion is seconded, the Chair calls immediately for the vote. There can be no discussion.

Another way to cut short tiresome discussion is for a member to rise and move that the club adjourn. This is known as a privileged motion. If it has a second, the Chair asks for the vote without debate. And if the motion carries, there can be no further discussion of the original motion about the swimming pool or the amendment. It goes over to the next meeting as unfinished business.

After a motion has been opened for discussion, it must be voted upon before any other motion can be introduced. A member speaking on any topic other than the business raised by the motion under consideration is ruled "out of order."

Votes on a motion can be taken in five ways. 1—By voice, "ayes" and "noes." 2—By raising of hands, the Secretary counting. 3—By rising, the Secretary counting those who stand. 4—By roll call, each member saying "aye" or "no" as her name is called; or if she does not wish to vote, she responds

with, "Present." 5—By ballot, or writing "yes" or "no" on a slip of paper, folding it and passing it to the Secretary or teller appointed to collect and count the votes.

When the vote is taken by roll call, the Secretary reads the list of names of those who voted "aye"; next the names of those who voted "no." Then she hands to the Chair a paper showing the number of votes cast on each side, and the Chair announces the result. When the vote is by secret ballot, the teller or Secretary who has counted the votes reports the result to the Chair by voice, not in writing, and the Chair reports it to the house, stating whether the motion has been passed or lost.

This is practically all that a club woman needs to know about motions and amendments. When a club is called upon to discuss more involved problems, it will have its own parliamentarian who will decide vexing questions on authority of Robert's "Rules of Order, Revised."

*RESOLUTIONS AND HOW TO PRESENT THEM*

Resolutions are the club woman's delight, and "Whereas" is a word to be rolled under the tongue with special satisfaction.

But resolutions also hold an element of danger. To the public, they represent the opinion of the club membership as a whole, often on important controversial subjects. They should not be passed lightly.

A resolution stands for one of two things. First, the club's policy or attitude on a public question, such as the limitation of armament, the management of penal institutions by the State or an ordinance under consideration by the town Selectmen or Board of Aldermen. This type of resolution, passed by a large club, may carry much influence.

Second, a pledge to perform a certain piece of work, such as supporting the reform plans of a State legislator or a Juvenile Court officer; conducting a much needed clean-up campaign, or cooperating with the local American Legion Post to improve conditions in the nearby hospital for disabled veterans.

Club women can readily understand that resolutions may mean much to politicians or outsiders who are not entirely disinterested. A club must always guard itself against imposition.

For this reason a club usually provides in its Constitution for a Standing Committee on Resolutions which passes on all resolutions before they are submitted to the club membership.

The usual procedure is: The club member inter-

ested in the subject or project, draws up a resolution in this form:

"Whereas juvenile offenders of tender age are now confined with adult criminals in the city jail, pending trial and disposition of their cases; and

"Whereas such contacts cannot fail to be detrimental to the children who may or may not be guilty of the offenses charged; therefore be it

"Resolved that a copy of this resolution be sent to the Mayor, the Judge of the Juvenile Court, the Chief of Police and the local Newspapers."

The resolution, signed by the member or members who drew it up, is then sent to the Chairman of the Resolutions Committee, who brings it up at the next meeting of her Committee. If the matter seems particularly urgent, the Chairman may call a special meeting of the Resolutions Committee.

The Chairman reports the action of her Committee at the next meeting of the club, when called on for her regular report. If the action was favorable, the resolution is placed before the house, like a motion, to be adopted, or amended and then adopted or defeated, by vote of house.

If the action is unfavorable, those interested in the resolution can get action on it only by securing a two-thirds vote of the general body that such action shall be taken.

When the resolution is finally passed, it is signed by the President and Secretary of the Club and the Chairman of the Resolutions Committee.

A few important suggestions:

The member of the club submitting the resolution to the Committee on Resolutions should make at least three copies, one for the Chairman of the Committee, one for the Recording Secretary of the Club and one for herself.

If there is possibility of the resolution's being misunderstood or opposed, its maker may have a number of copies printed or typewritten for distribution to members when it will come up for consideration. Final copies of the resolution sent to newspapers, city officials or others whose support is desired, should be typewritten or written legibly by hand in ink, on one side of paper only.

Many large and influential clubs require more than a majority vote to pass any resolution dealing with legislation, local, State or Federal, placing the minimum at two-thirds, or even three-fourths. Other clubs limit the number of legislative resolutions to five or six a year, to impress members with the seriousness of endorsing legislation or placing themselves on record in favor of measures whose sponsors may have a personal interest in the bills.

A resolution pledging support to any project should not be passed by a club unless its members propose to contribute time, money or effort to the work. Resolutions passed without thought or sense of responsibility have brought much criticism on the heads of clubs and club women.



*ELECTIONS AND HOW TO HOLD THEM*

The annual election of officers is one of the outstanding events of the club year. It affords an opportunity for the club to reward workers who have shown themselves peculiarly fitted for office by efficient and faithful service and it makes possible the inauguration of new policies when the old have proven uninteresting or unprogressive.

The date of the election and the list of officers to be elected are determined by the Constitution and By-laws.

Nominations are made by one of two methods—from the floor or by committee. The former is used by small and intimate clubs; the latter by large groups, especially when competition for office is keen.

*Nominations from the Floor:*

As a rule, the club members have decided upon candidates well in advance of the annual meeting. A popular president will be re-elected for a second term or a vice-president who has shown ability will be advanced to the presidency. If the members are agreed on candidates, the entire ticket may be elected by acclamation; but as a rule, two tickets are nominated if for no other reason than to make it interesting.

At the annual meeting, the usual order of business is followed. When the Chair reaches "New Business," she says:

"The next business is election of officers. How shall they be chosen?"

Mrs. Green (rising): "I move that nominations be

made from the floor, and that the vote be taken by raising hands."

Mrs. Wilson (without rising): "I second the motion."

If there is no discussion the Chair puts the vote and if the "ayes" have it, she announces that nominations for the presidency are now in order.

Mrs. Green (rising): "I nominate Mrs. James Barton."

Mrs. Coleman (without rising): "I second the nomination."

Mrs. Burns (rising): "I nominate Mrs. Henry Murray."

Mrs. Congdon (without rising): "I second the nomination."

The Chair: "Mrs. James Barton and Mrs. Henry Murray have been nominated for president. Are there any other nominations?" Pause. "All those voting for Mrs. Barton will raise their hands. The Secretary will please count the votes for Mrs. Barton."

The Secretary—"There are 21 votes for Mrs. Barton."

The Chair—"Those voting for Mrs. Murray will raise their hands. The Secretary will please count the votes for Mrs. Murray."

The Secretary—"There are ten votes for Mrs. Murray."

The Chair—"Mrs. Barton is elected."

Mrs. Burns, who nominated Mrs. Murray, Mrs. Murray herself or any member of the club may rise and say "I move that the vote be made unanimous." If the motion has a second, the Chair puts the question and the house votes to make Mrs. Barton's election unanimous. This is merely an act of courtesy in a club where good feeling prevails.

Secretary, Treasurer and other officers named in the Constitution are then elected in the same informal way.

Voting may be viva voce; by raising hands; by rising; or by writing the names of preferred candidates on slips of paper which are folded and counted by the Secretary or a teller appointed by the Chair.

Nomination by committee takes more time.

If the Constitution and By-laws do not establish a Standing Committee on Nominations, the Chair appoints one at the meeting previous to the annual meeting. This committee, usually consisting of six or seven members, calls a meeting, elects a chairman and proceeds to nominate two complete tickets, though the name of a popular member is often found on both tickets. Candidates are chosen for their peculiar fitness for office, for the policies which they endorse or for personal popularity.

On election day, both tickets are listed where members can see them easily, either on a blackboard or on a large sheet of paper.

If a member wishes to add a name to the list of candidates presented by the nominating committee, she may make the nomination from the floor on the day of the election. The name is then written in its proper place on one of the tickets and any member may vote for the candidate so nominated.

Printed ballots are rarely used, but when the Secretary or Chairman of the Nominating Committee owns a typewriter she sometimes prepares a sufficient number of ballots for the membership. This can be done quickly with carbon sheets and reasonably thin paper.

If these are not supplied, each member is given a sheet of note paper which she fills out thus:

*President*—Mrs. Barton

*Vice-President*—Mrs. Corey

*Recording Secretary*—Miss Mary Holmes

*Corresponding Secretary*—Mrs. Gordon Davis

*Treasurer*—Miss Ella Miller

She folds her ballot and drops it into the ballot box or hands it to one of the tellers who collect the votes. When all ballots are collected or when the voting is declared closed, the tellers retire to another room and count the votes.

Tellers are appointed the day of the election by the Chair and are supplied with pencils and large sheets of paper bearing the names of the candidates. An excellent model is this:

*President*

Mrs. Barton

Mrs. Murray

*Vice-President*

Mrs. Corey

Mrs. Gleason

*Recording Secretary*

Miss Holmes

Miss Brown

*Corresponding Secretary*

Mrs. Gordon Davis

Mrs. John Tinley

*Treasurer*

Miss Ella Miller

Mrs. Arthur Willis

The tellers choose a Chairman who reads from the

ballots and the other tellers check off votes thus, each pencil stroke counting as one vote:—

President

Mrs. Barton    *XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX*  
                   *XXXXX XXXXX XXXXX XXXXX XX*

Mrs. Murray   *XXXXX XXXXX XXXXX XXXXX XXX*

Counting each group of pencil strokes as five votes, the tellers prepare a report in this form:

No. of Votes Cast.....	75
Necessary for election.....	38
Mrs. Barton received.....	52
Mrs. Murray received. ∴.....	23

Votes cast for the rest of the candidates are recorded in the same way; the complete report is signed by all the tellers and given to the Chair by the Chairman of the tellers. The Chair announces the result of the election and congratulations are in order. The retiring president is the first to felicitate her successor, the defeated candidate being the next to offer congratulations to her successful rival.

When the annual election is held in May or June, new officers as a rule do not assume office until the first meeting in the Fall. This gives them time to appoint committees and to plan policies and programs.

*DUTIES AND QUALIFICATIONS OF OFFICERS*

The duties of each officer are usually defined in the club's Constitution and By-laws. Qualifications are less tangible. They represent the spirit or soul of the office.

Some women are born leaders. Some attain leadership by long and patient effort. But the quality of leadership every woman must have if she hopes to be a successful club president.

Leadership is not the ability to turn out prodigies of work, but rather the gift of inspiring others to work with and for you. It is not platform presence, nor eloquence nor personal charm, though all these count for success. And it cannot be bought with wealth and generosity.

Leadership is that quality which engenders faith, which makes followers believe that you are right and which draws them, singing and exulting, after you, wherever you may go.

Women's clubs have developed an amazing number of leaders who possess just this quality, and who, though they may be unheralded and unsung outside their own communities, have done remarkable things for their neighbors and their towns.

A club leader should be well read and keep herself informed on club, civic affairs and current affairs. She must not be opinionated, but be open-minded toward the opinions of others. She should have executive ability and be able to take the initiative, yet lend ready ear to the plans suggested by others.

She must be fair, and encourage sportsmanship in

her followers, She must be able to inspire enthusiasm, yet not allow her own enthusiasm or emotions to lead her astray. She must be firm without being obstinate, and most important, keep her word. Promptness is another virtue which organization women appreciate in an officer, though they may be tardy and irresponsible themselves.

*The President.* As presiding officer, she must be well grounded in parliamentary law, yet she must not make a fetish of procedure and sacrifice more important things to mere forms.

She must run the business of the club smoothly. She must guide debate without dominating it. Many presidents fail because they talk too much. She must be firm yet impartial, serene and gracious.

She must train herself to think quickly and to have that sense of humor which will protect herself and others from the petty pricks of organization life.

She must be prompt, opening and closing the meetings on schedule time and never allow one speaker to steal the time of another.

She should answer letters promptly and courteously and wherever she may go, bear in mind that she represents a body of women whose measure will be taken by her behavior.

It is not necessary for a club president to dress elaborately, expensively or in the very latest mode, but she should be correctly dressed for the place and the hour; tailored suit or dress for morning meeting, afternoon frock for afternoon meeting or tea and evening gown for all social affairs after 6 P.M.

Above all else, a president should be dignified and impersonal. She cannot afford to listen to gossip or to take part in political or personal quarrels. She is president of the entire club, not of any one group or faction.



*The Vice-President.* The vice-president may be a figurehead or a valuable assistant leader, as she herself elects. If she aspires to succeed the president, she will cultivate the qualities listed above, study the president's policies and help to carry them out; carefully refrain from taking sides against the president when differences arise in the club; preside firmly and wisely in the absence of the president; and accept any Chairmanship offered her. Appropriate standing committees for a vice-president to head are Finance, Program, and Resolutions, because they carry out the policies of the administration.

*The Recording Secretary.* As she keeps the records or minutes, the recording secretary should be accurate, painstaking, and prompt. At each and every meeting she should be able to produce quickly the minutes of preceding meetings, the list of members and their addresses, a copy of the Constitution and By-laws; and, for the convenience of the Chair, she will have the order of business, including a list of Committees which are to report at the meeting with the names of the Chairmen. She calls the roll and counts the vote when it is taken by raising the hand or rising.

*The Corresponding Secretary.* As she conducts correspondence in the name of the club, she should cultivate facility in writing and courtesy of phrasing, also neatness in writing or typing letters. In this mechanical age, every club secretary should have a typewriter and be able to use it expertly. All letters should be written on stationery bearing the club's name, address and list of officers. It is not necessary to have letterheads engraved. Modern printing methods have developed a clever imitation of engraving which serves the purpose. The Corresponding Secretary notifies Chairmen and members of

committees of their appointment and defines the purpose of the Committee as set forth in the By-laws or by action taken by the club. She sends out notices of meetings and indites letters and telegrams of congratulation or condolence on motion of the House.

*The Treasurer.* Her duties are clearly defined in Chapter IX, "Club Finances and How to Handle Them." She must be accurate and patient, courteous in collecting dues from delinquent members, firm when asked to pay out club funds without a voucher signed by the proper officer, even though the emergency is desperate and the President herself may make the plea.

The average club woman taking office is sincerely anxious to fill her post with credit to herself and the satisfaction of the member-body. But being human she may make occasional mistakes. And this is where the loyal, sympathetic member can help. Let her withhold criticism until the mistake is corrected or the misunderstanding is adjusted.

The retiring officers also owe certain obligations to the club. The first and most important of these is—to retire gracefully and graciously. Comparatively few women achieve this triumph.

Many a new administration is handicapped by the jealousy or interference of outgoing officials.

If an organization does not re-elect its president or advance members of her cabinet or official family, it is because the members feel that a change of club policies is desirable.

No experienced club woman needs further enlightenment on this subject. We are all familiar with certain types of retiring officers. The ex-president whose expression and shoulder-shrug register disapproval, who, rising from her seat in the house, trips the new president on some unimportant point of parliamen-

tary procedure; who when asked to speak a few words of greeting at banquet or anniversary celebration, launches an extended eulogy of her own administration or who insists upon being appointed to represent the club at a conference with other organizations because "the work was started during my administration."

It may seem hard to yield gavel, precedence and importance, but to do this gracefully is an art.

The executive committee of a western federation solved the problem by creating a new chairmanship which brought the disaffected ex-president into contact with an important State Bureau. In other states, there exist subsidiary societies known as "Priors" to which only ex-presidents are eligible. Here they may recall and recite the triumphs of their own administrations.

The wise and gracious ex-president takes her place in the house among her fellow-members and loyally supports the new administration, by glance, word and deed. If appointed to a committee chairmanship by her successor, she proceeds to carry out the policies of the new administration, thereby increasing her chances of injecting some of her own.

The retiring Secretary transfers to the incoming Secretary a complete list of members with addresses and telephone numbers; all correspondence files; a file of the minutes she has kept and the reports received by her from Chairmen of Committees during her administration.

The retiring Treasurer turns over to her successor the complete set of books she has kept while in office; the reports of the Auditor; the statements of the bank in which club funds are deposited; the check book she used as Treasurer and all canceled checks.

Chairmen of Standing and Special Committees

who did not give copies of their reports to the outgoing Secretary should now hand these to the new Secretary, who in turn will supply them as needed to newly elected or appointed committees. This is especially important if the new administration proposes to continue or finish projects started by the retiring administration.

For their own protection and satisfaction, the outgoing Secretary, Treasurer and Chairman may wish to keep duplicates of reports transferred to incoming officials. This is legitimate and permissible, and proves the important part which the typewriter and carbon sheet play in the life of the modern and progressive club woman.

*CLUB FINANCES AND HOW TO HANDLE THEM*

Club finances may be discussed under two headings: (a) the regular income, (b) special funds. An accurate accounting of both must be made. Many a club has been split into factions, and many a Treasurer has retired under a cloud, not because any one was dishonest, but because the finances were handled hit or miss, or because some one was inaccurate.

The regular income is determined by dues and personal pledges. The latter are usually made at the annual meeting.

Special funds are raised by a drive or concerted action for some specific purpose, and each drive is directed by a special committee.

All money and all funds for whatever purpose must be turned over to the Treasurer and can be paid out by her only on conditions named in the Constitution and By-laws. See Chapter I. Assuming that the Constitution requires the Treasurer to pay bills on a voucher signed by the President and the Chairman of the Finance Committee, it is illegal for her to pay out a dollar of club funds by cash or check until the two officials named above have signed a voucher.

Facing this inexorable rule and realizing that her reputation for honesty is at stake in the preparation of her financial reports, no woman should accept the nomination for the post of Treasurer unless she knows in her heart that she is accurate, that she has had some experience in keeping accounts or is willing to be trained in this work. A nominating committee should bear these requirements in mind when selecting candidates.

The Treasurer needs tools of office and the club should vote to supply her with them. They include:

1—a good cash book, ruled with a series of columns on each page so that the various classes of receipts and disbursements may be grouped or segregated. This enables the Treasurer to make up a statement with ease and dispatch.

2—a card index of members so that the Treasurer can see at a glance whether a member is in good standing or not. Experienced treasurers say two boxes for these cards will prove helpful. In one box are filed the cards of members who have paid; in the other the cards of those who have not yet paid their dues. Or cards of two colors may be used, red and white. If the white card represents a paid-up member, it is substituted for the red card bearing her name, immediately after she pays her dues.

3—a pad of warrants or vouchers for the proper officers to sign when money is to be paid out. A voucher reads:—

To the Treasurer:                      No. (of voucher)

Date.....

You are hereby authorized to issue a  
check to.....  
for (amount in dollars and cents) in pay-  
ment for.....  
(purpose or bill for which voucher is issued)

.....

President

.....

Chairman of Finance Committee

4—Bank Account. This is opened in the name of the club, not that of the Treasurer. Usually the bank in which the Treasurer carries her personal account will accept the club's account without charging a fee; but when the account is small and falls below the sum stipulated by the bank, \$100.00, \$200.00 or \$500.00, a small charge is made for carrying the account.

Any officer or member of the club may deposit money to its credit, but this action should always be reported to the Treasurer. At least two officers should be authorized to sign checks and withdraw money from bank to meet an emergency like the death or serious illness of the Treasurer. The second signer may be the President or the Chairman of the Finance Committee, and the authorization must be made by vote at a regular meeting. The bank will supply authorization cards which are proof of the resolution, authorizing the signatures.

The bank which carries the account will also supply the needed check book and will prepare monthly statements which will be sent to the Treasurer.

5—Billheads. These are printed for large clubs, typewritten or written legibly by hand for small clubs. They read thus:

Centerville, Mich., . . . . . 19..

M. . . . . (filled in with name and address)

To the Women's Civic Club, Dr.

Dues to. . . . .

Received payment,

.....

Treasurer.



When a club has both active and associate members, two forms of billheads are used or in the upper left-hand corner is printed,

“Associate Membership”

“Active Membership”

Bills should be sent out thirty days before they are payable and should be followed, when past due, by reminders, courteous but firm.

Other duties of the Treasurer:

She acknowledges the receipt of money promptly.

She compares the monthly statement of the bank with her own accounts and reports promptly to the bank any discrepancy.

She pays her bills directly payment has been properly authorized. Prompt payment makes for better prices and more friendly relations between the club and local merchants.

She reads a condensed or abbreviated report at each meeting. At the regular meeting on April 2d her report reads somewhat like this:

*Balance on hand—March 5th*.....\$104.50

*Received during the past month:*

*Dues and pledges*.....\$203.00

*Sale of concert tickets*.....153.50

*Interest on savings account*..... 24.00

380.50

\$485.00

*Paid out*

*Printing*.....\$34.80

*Flowers for concert artists*..... 8.50

*Stamps*..... 1.00

*Donation to playground*..... 40.00

84.30

*Balance in checking account*.....\$400.70

At the annual meeting, she submits her report for the entire year. In large clubs it is often printed or mimeographed, and distributed, a copy to each member present. In smaller clubs, the fortunate Treasurer who has a typewriter will make a sufficient number of copies, using carbon sheets, for each member to retain a copy. This may increase interest in club funds and stimulate favorable action if an appeal is made to raise dues.

An admirable example of an annual report submitted by the Treasurer of a club with a goodly membership and income, is taken from the 1927-1928 Year Book of The Woman's Club of Larchmont, New York. It will serve as a model for both larger and smaller clubs.

# *ANNUAL REPORT OF THE TREASURER—*

*APRIL, 1927*

*Balance on hand April 30, 1926..... \$850.65*

## *RECEIPTS*

*From Regular Dues—*

*504 Members at.....!... \$10.00 \$5,040.00*

*From Junior Dues—*

*25 Members at..... 2.00 50.00*

*From Initiation Fees—*

*66 Members at..... 10.00 660.00*

*From 132 Guest cards.....*

*33.00*

*From 52 Guest Cards, Current*

*Events at..... .75 39.00*

*From 60 Membership Cards*

*and fines at..... .25 15.00*

*From 1 Year Book.....*

*.35*

*From 1925-26 Ways and*

*Means Com..... 19.40*

*From 1926-27 Ways and*

*Means Com..... 436.37*

*From Interest on Bank Deposits*

*182.11 6,475.23*

---

*\$7,325.88*

## Disbursements

### Dues:

<i>N. Y. State Federation of Women's Clubs</i> .....	\$	10.00	
<i>Ninth Judicial District of Women's Clubs</i> .....		3.00	
<i>National Threshold Theatre Ass'n.</i>		5.00	
<i>Federation Expenses</i> .....		189.63	
<i>Printing</i> .....	\$243.25		
<i>Stationery, Postage, etc.</i> .....	113.73	356.98	
<i>Addressograph</i> .....		83.00	
<i>Departments</i> .....		303.59	
<i>Program Committee</i> .....	1047.76		
<i>Dept. Programs for Club</i> ....	297.03		
<i>Luncheon guests, tea, etc.</i> ....	56.14	1,400.93	
<i>Donation for use Church House</i>		350.00	
<i>Prizes for Literary Contest</i> ....		40.00	
<i>Charity and Gifts</i> .....		105.00	
<i>Miscellaneous</i> .....		79.97	
<i>Balance Petty Cash</i> .....		7.28	2,934.38
<i>Deposited in Savings Acc't.</i> ...		600.00	
<i>Deposited in Building Fund.</i> ...		2,686.37	
<i>Balance in Checking Acc't.</i> ....		979.01	
<i>Interest on Building Fund</i> ....	103.29		
<i>Interest on Savings Acc't.</i> ....	22.84	126.12	4,391.50
			<hr/>
			\$7,325.88

## MONEY ON DEPOSIT

<i>Building Fund</i> .....	\$3,892.09	
<i>Savings Account</i> .....	1,038.92	
<i>Balance in Checking Account</i> .....	979.01	\$5,910.02

*Note:—The Ways and Means Committee raised \$1,006.74 from October, 1926, to May, 1927.*

CLARA L. LAVERS, *Treasurer.*

Last but not least of the Treasurer's duties is to cooperate with the Committee on Finance or Ways and Means in raising club funds.

The first step in this task is building a budget. In this, the fixed or definite income is used as a basis for figuring the year's overhead or running expenses.

The club income includes initiation and annual dues, pledges, and interest on investments if the Finance Committee has made any.

The overhead includes such items as stationery, printing, postage, library, music, hospitality, and amounts allotted to the various chairmen of standing committees.

The library item covers books, pamphlets and magazines needed for the club's study program. The committee on program, philanthropy, civics and legislation must have postage for conducting correspondence bearing on their work. The hospitality committee buys flowers for speakers, musicians and guests. If the club maintains an office, there will be rent, telephone, salaries for clerical workers and supplies to consider. The club which owns its home must figure on up-keep and repairs. The club which belongs to one or more federations must pay federation dues. A liberal amount must always be set aside for sundries or an emergency fund.

Every possible item of expense must be considered in apportioning money and planning a budget.

Now we come to the problem of raising extra funds, and what club does not have to do this?

The usual custom is to appoint a special committee whose members will concentrate on raising this particular fund. Cooperating with them will be the Finance Committee, or Ways and Means Committee, the Treasurer and other Officers.

The club votes to raise the fund, and often sets the amount. The special committee selects the means or method and may not ask the club to vote on the plan.

Here are some objects for special funds:

A club house; a community house; the financing of a health or child guidance clinic; equipping playgrounds or recreation centers; re-furnishing the auditorium or lounge of the club house; buying a piano; setting out trees on a new highway; installing a library in community house or school; financing a district or State convention with the club as hostess.

Here are some popular methods for raising funds:

For large amounts, the Life-Insurance-for-Members plan is being used all over the country. The club takes out an endowment or straight life insurance policy on a number of its members between 20 and 35 years of age, who are acceptable to the insurance company. The club pays the premiums, borrows on the insurance policies and pays the interest. The Atlanta, Georgia, Woman's Club was one of the first to use this plan in building its beautiful club house. Local insurance agents will explain its working to club officers who may be interested.

Managing Family Nights or Children's Matinees at local motion picture theatres. Sometimes renting theatre and films outright, sometimes selling tickets on the percentage basis.

Managing Chautauquas, lecture and concert courses.

Running a cafeteria at a high or consolidated school.

Serving luncheons regularly for service clubs like Rotary, Lions and Kiwanis.

Maintaining a shop for the public for home cookery. Members who send in food deduct cost of supplies—club receives profit.

Serving refreshment for dances given by fraternal societies, colleges and schools.

Giving street carnivals or block parties.

Giving weekly or fortnightly card parties and selling coupon tickets for the season.

Holding flower shows or throwing open private gardens, charging an admission and serving summer refreshments.

Rummage or economy shops, open regularly or on stated days.

Conducting a gift shop in the club house.

Publishing a club book or taking over the local paper for one day and securing a commission on all extra advertising secured.

Holding a Better Homes Show, with exhibits by architects, contractors, public utilities companies, manufacturers of labor-saving devices and food-products, and local shops.

In conclusion it may be said with truth that club women are showing a laudable tendency to raise initiation and annual dues to the level at which clubs can be self-supporting and self-respecting. No doubt this tendency may be traced in a measure to the prevailing popularity of country clubs. When a woman knows that her husband pays anywhere from \$250.00 to \$1,000.00 per year for country club privileges for himself and family, she decides that her own club can and should raise annual dues to \$25.00. In cities, \$10.00 a year is now considered a minimum figure for dues, \$25.00 for initiation fee; and in rural districts women who once paid \$1.00 a year are now paying \$5.00 and getting more out of their clubs in consequence.

## CLUB CORRESPONDENCE AND HOW TO CONDUCT IT

Nothing defines the status of a club in the minds of outsiders more clearly than the manner in which its correspondence is handled. Letters to other organizations, merchants, business and professional men and women, speakers and artists reveal the business and social standards of the club, stamp the membership as well-bred, or inconsiderate and bad-mannered, its officers as efficient or inefficient. Nothing betrays breeding or the lack of it like a letter, and clubs are often judged by the officers they elect to conduct business and social relations with outsiders.

Two factors must be considered in handling club correspondence—stationery and phrasing of letters.

### *Stationery*

Club letterheads should be simple and dignified. They come in two appropriate sizes,  $10\frac{1}{2} \times 7\frac{1}{4}$  and  $11\frac{1}{2} \times 8\frac{1}{2}$ . The sizes are regulated not by club custom but by economy in cutting paper. Envelopes for the sheet of smaller size measure  $7\frac{1}{2} \times 4$ ; for the larger size  $9\frac{1}{2} \times 4$ , and in each case the letterhead is folded crosswise twice to fit the envelope.

White or cream-colored stationery stamped with black, dark blue or green; light-gray stamped with black, purple, bright blue or green; pale yellow stamped with brown are permissible combinations, but startling or freakish colors like pink stamped with green or vice-versa, to carry out club colors, are not in good taste.



For a small club, the stamping should be brief and simple.

Example:

THE WOMEN'S CIVIC CLUB  
MRS. GEORGE HENRY HOLMES, *President*  
67 West Third Street  
Cedar Falls, Ohio.

The name of the Secretary or Corresponding Secretary may be placed in the upper left corner balancing the date-line, thus:

Secretary Cedar Falls, Ohio.  
Miss Alice Jones  
42 Willow Avenue

A return address may be printed on the flap of the envelope.

A very large or departmental club may have a longer list of officers printed on its letterheads.

Example:

THE WOMEN'S CLUB OF MILWAUKEE  
MRS. ALLEN WHITE SMITH, *President*  
448 East Fifth Street  
Vice-President Milwaukee, Wisconsin  
Mrs. Warren Ames Smith  
115 Belmont Avenue  
Corresponding Secretary  
Mrs. Allen Bronson  
Hotel Astor

Treasurer  
Miss Julia Merrill  
75 Glendale Street  
Program Chairman  
Mrs. Willis Brown  
27 Green Street  
Chairman  
Press and Publicity  
Miss Mary Lee  
107 Druid Parkway

This list includes the officers ordinarily empowered to write letters in the name of the club.

The club which wishes its officers to do the correct thing supplies correspondence cards for all social communications such as notes of condolence, sympathy or congratulations, acknowledgment of invitations received by the officers as representing the organization, in addition to the regulation letterheads. These are stamped at the top, in the center thus:

#### THE WOMEN'S CLUB OF MILWAUKEE

It is not necessary to have club stationery engraved. It may be printed in imitation engraving.

The Board of Directors or the Executive Committee decides which officers and committee chairmen shall be entitled to write letters on official stationery. Many clubs rule that official stationery may be used only for correspondence germane to the business of the club, never for personal correspondence. It is an unwritten law that no officer or chairman shall express on official stationery any personal opinion, especially on controversial questions.

Members may use club stationery only when the

club owns a house in which case it has what is known as "house stationery" stamped simply:

WOMEN'S CITY CLUB  
22 Jackson Place,  
Washington, D. C.

The up-to-date club supplies typewriting machines for the use of president and secretary unless these officials own them when taking office. The typewriter becomes the property of the club and is handed on by each official to her successor.

The supplies purchased for the Secretary or Corresponding Secretary should include, in addition to stationery and typewriter, carbon paper and thin sheets for making copies. An efficient club officer keeps a carbon copy of every letter sent out in the name of the club.

### *Letter Forms*

A letter typed or written by hand should be set down in orderly form.

Example:

THE WOMEN'S CIVIC CLUB  
Mrs. George Henry Holmes, *President*  
67 West Third Street

Cedar Falls, Ohio.  
July 12th, 1929.

George Wright Gleason, M.D.,  
Department of Health,  
Cedar Falls, Ohio.

My Dear Dr. Gleason:

At its September meeting, the Women's Civic Club will present a program on "Student Health."

Will you be good enough to make a twenty-minute talk on "Health Habits for the Adolescent"?

We are asking Prof. Downes of the Roosevelt High School to discuss "Exercise and Athletics," and Dr. Burns to talk on "Diet for Youth." We think this will be a well-rounded program, appealing to parents and teachers.

The meeting will be held in the parlor of the First Methodist Church at 2:30 o'clock. We should like you to speak first, immediately after the opening exercises which will consist of two musical numbers and a prayer.

Hoping to receive a favorable reply, I remain

Yours very truly,

(Miss) ALICE JONES, *Secretary*.

Note margins and spacing of this letter.

The name and title of the writer should be typed or written legibly under the personal signature. If her address is not on the letterhead, it is wise to add it under the typed signature. This custom prevents mistakes in addressing a reply and informs the recipient of the letter whether the officer should be addressed as "Mrs." or "Miss."

A married woman signs her letter by hand thus:

Mary Holmes

and under the signature, she writes or types

(Mrs.) George Henry Holmes, President.

The correct forms of address or salutation are "Dear Sir," "Dear Madam" (used for both married and single women in business communications), "My dear Mr., Mrs. or Miss Blank;" "Dear Mrs. Blank;" increasing in warmth according to acquaintance.

In addressing a firm this form of salutation may be used:

The Eastern Furniture Co.,  
Hillsdale, Mass.

Gentlemen:

The closing of a club letter should be courteous. These phrases are correct: "Yours truly," "Yours very truly," "Very truly yours" and "Sincerely yours" according to how the writer may be acquainted with the recipient.

### *The Body of the Letter*

In planning a letter consider its object. Get over your idea or message quickly. Use crisp, short sentences. If you are asking a favor, consider carefully the reaction of the recipient to what you are writing.

Would you like to receive a letter so phrased?

If you are not experienced in letter-writing, prepare an outline or skeleton of the letter you are starting, sketch in the most important sentences and then write the complete communication. It is well to read an important letter aloud. This will help you to avoid repetition.

### *Who Writes Letters for a Club?*

Next let us consider how correspondence is allotted to club officers.

It falls most heavily on the Secretary in a small club; the Corresponding Secretary in a large organization. The Secretary handles all mail dealing with business upon which the club has acted or voted; all letters or notes of sympathy, condolence or felicitation voted by the club; correspondence with the press authorized by the club, as a correction of a statement concerning resolutions passed or other official acts of the organization; all correspondence with officers of federations to which the club belongs.

The President writes invitations to all guests of honor at meetings, luncheons, banquets and conventions; she answers all similar invitations which she may receive; and she writes personal notes of courtesy to members of the club or affiliated associations, especially when a birth, illness or death occurs between meetings.

The Treasurer handles all correspondence bearing on the club's finances, polite notes or reminders to delinquent members and to all persons outside the club who may owe the organization money, such as pledges of financial support.

Chairmen of Standing Committees correspond with State, District or County chairmen who are doing work of a similar nature.

The Program Chairman writes all letters to speakers and musical artists in or out of town, giving specific information about date, hour and place of meeting, the speaker's place on the program, the arrangements for meeting him and transporting him to the auditorium. The Transportation Chairman in some clubs takes over part of these duties, writing to the visiting artist about railway, bus or trolley facilities, enclosing time cards and stating who will meet the guest at the train.

The Chairman of Press and Publicity conducts all

correspondence with local and county papers and with state bulletins. She supplies notices, accounts of meetings and club news to the local press.

### *A Few Well-phrased Letters*

#### NOTE OF CONGRATULATION:

Dear Mrs. Terry:

The Women's Civic Club has learned with keen interest of your husband's election to the State Senate. We feel assured that the women and children of Ohio will benefit by his services.

With best wishes for yourself and Senator Terry, I remain

Sincerely yours,

, Secretary.

#### A NOTE OF SYMPATHY:

Dear Mrs. Allen:

The members of the Women's City Club offer their deep sympathy in your hour of bereavement. Your son won the respect and admiration of all who met him, by his sterling worth and kindly consideration for others. May you be given strength and fortitude to meet this sad loss.

Very sincerely yours,

Secretary.



## A BUSINESS COMMUNICATION:

Mr. John Burns, Secretary,  
Board of Education,  
Cedar Falls, Ohio.

Dear Sir:

The Women's Civic Club has learned with interest of the Board's plan to inaugurate Health Examinations in our schools. The members voted at the last meeting, held March 3d, to offer the Club's support and cooperation in bringing this proposed plan to a happy issue.

Will you advise me how the Club can serve your Board, and whether you would like the Club to appoint a special committee to create public sentiment, to circulate literature endorsing the project or to make a house-to-house canvass of parents?

With all good wishes for the enterprise so important to the public of Cedar Falls, I remain

Yours truly,

, Secretary.

## LETTER TO A VISITING SPEAKER:

Mrs. Oliver Horton,  
149 Park Avenue,  
Chicago, Ill.

Dear Mrs. Horton:

The Women's City Club has learned with great pleasure that you will make the address at its annual luncheon on May 26th. We understand that your

topic will be "The Trend of Women's Activities," that you will talk 45 minutes, and that your fee will be \$50.00 plus traveling expenses.

The luncheon will be held at the Hotel Morrison at 1 o'clock and in addition to your talk, there will be a musical program only.

We are reserving a room with bath for you at the Hotel Morrison.

An excellent train leaves Chicago at 9:50 P.M., via the Pennsylvania road, arriving at Cedar Falls at 7:50 the next morning. The Chairman of Transportation, Mrs. William Hill, will meet you with an automobile. She will wear her club pin in green and gold.

If you so desire, we shall be glad to arrange a sight-seeing drive around the city, either before or after the luncheon, and if you can remain over another night, Mrs. James Wentworth, President of the Cedar Falls Art Association, will be delighted to give a small dinner in your honor. If you wish to return to Chicago the same night, an excellent train leaves Cedar Falls at 8:45, arriving in Chicago at 6:45 the next morning.

Please let me know if the club can do anything further to make your trip to, and stay in, Cedar Falls more pleasant.

Very sincerely yours,

, Secretary.

*PROGRAMS AND HOW TO PLAN THEM*

Much of a club's success depends upon the wise planning of programs. This is especially true of the small club whose program for the year must be sufficiently varied to be enjoyed by a group of members who are interested in a wide range of subjects, from French art to short cuts in housekeeping.

Clubs organized for the study of one definite or specific subject such as art, music, literature, civics, home economics or child psychology base the study outline on this topic exclusively, enlivening the meetings with lectures or a social gathering.

The large club whose membership runs 200 or more usually forms departments of fine arts, education, civics, and home economics. Members enroll for departments in which they are interested.

The small club organized for no specific purpose makes a survey of what its members like best and plans a diversified program, touching as many interests as possible. This means that for a few years at least, it will not make an intensive study of any one subject; but as the members develop intellectually they will be able to select one or more topics on which to concentrate their interest and efforts.

In small communities the Woman's Club must often serve both intellectual and social interests. Therefore it should combine study features with a social hour. Many such clubs, particularly in rural communities where members must travel a considerable distance, turn their meetings into Club Days. The members gather at 11 o'clock, conduct the business

meeting with dispatch, follow this with a program of music and papers, or for a change have an address by a popular speaker; then they serve a basket lunch. The early hours of the afternoon are spent playing cards, visiting or sewing and the members reach home in time to prepare supper.

Some of these clubs meet in private homes, members acting as hostesses in turn. Others meet in a Community House, a Grange Hall or a church parlor.

At practically all afternoon club meetings, tea is served at the close of the program and an occasional "breakfast," luncheon or dinner increases interest in the organization and cements club friendships.

As this booklet goes to press, a few topics seem to be of special interest to progressive club women, and are being featured on many programs. The list includes Child Psychology and Education for Parenthood; The New Home Economics; Art in the Mechanical Age (radio and talkies); Beautification Programs for Towns and Cities; International Friendliness. Current Events programs conducted by a good leader are extremely popular.

One of the best mixed programs for a club in a small community that I have seen, is this: Meetings once a month, winter and summer, at homes of members. Membership 50. Dues \$2.00 a year.

January— Drill in Parliamentary Law.  
A question box created amusement and interest.

February— What it means to be an American.  
An opportunity to have talks on Washington and Lincoln or to hold meetings for foreigners living in the community.

- March— Local Government.  
Emphasizing the approaching elections in town and county.
- April— Better Literature for the Family.  
Talks by librarians. A survey of books read by public school children. Library Extension work. Where and how the farmer and his wife can borrow books.
- May— Public Health.  
Health laws, officers and educations.  
Making children of pre-school age fit to enter school in the fall.
- June— Public Recreations.  
More fun for our town, especially its young people. Swimming pools, supervised dance halls, recreation centers. "Let's play."
- July— Picnic Month.  
Old-time Fourth of July Celebration.
- August— Harvest Meeting.  
For rural clubs, talks by Farm Bureau and Home Demonstration leaders. Talks on food supply sources for town clubs.
- September—Our Schools.  
Including talks by county and state superintendents, music or short plays by pupils of local schools, discussion of housing conditions for teachers.
- October— Our Churches. Can we do with few churches?  
Timely discussion of community churches. How church bodies can consolidate for the good of the town.

November—Home Week Meeting.

Speeches by former residents who may come home for Thanksgiving Day. A program on "This Town is Our Home—How Can We Improve It?"

December—Good Will Celebration.

Talks on Golden Rule Sunday. Carol Singing. Survey of nearby hospitals and institutions and planning celebrations or baskets for the unfortunate. A community Christmas party or a Christmas party for members only.

### *A Few Sources of Information*

All federated clubs can secure advice on program planning from their State Headquarters or General Federation Headquarters at 1734 N Street, N.W., Washington, D. C. The Federation's programs are divided as follows: The American Home, American Citizenship, Education, Fine Arts, International Relations, Public Welfare, Legislation, Press and Publicity. Chairmen and Division Chairmen of these Departments prepare new programs at intervals, which can be secured through State Chairmen or from the Club Service Bureau at Headquarters.

Information, books, pamphlets and magazine articles on practically every subject studied by clubs can be secured from public libraries. Librarians are willing, eager to cooperate with club leaders in planning programs and suggesting helpful books.

If your State Department of Education maintains a Division of Adult Education, write to them at your State Capitol for program help.

Extension Divisions of State Universities and Colleges of Agriculture send out lecturers, supply slides

and films for lectures, and suggest reading courses. Many such institutions offer special study courses on a variety of topics. It will pay to write to your State University or College for help and advice.

Three Federal Bureaus issue literature to club leaders, the Bureau of Home Economics, the Bureau of Education and the Children's Bureau.

Home Demonstration Agents will help rural clubs to plan programs.

Here are a few reliable sources of information on popular topics.

On *Literature, Art, Music, Science and Government*—"Reading with a Purpose"—a series of booklets issued by the American Library Association on which programs and study outlines can be based. These can be borrowed at public libraries, bought in book shops or ordered direct from the American Library Association, 520 North Michigan Avenue, Chicago, Ill. Write to the last address for booklet.

Suggestions for Programs on Books. National Association of Book Publishers, 347 Fifth Avenue, New York City. Miss Marion Humble, Secretary.

Guided Club Studies, issued by the Department of Debate and Discussion, Extension Division, University of Wisconsin, Madison, Wis. Price nominal. Write Miss Almere Scott at above address for list.

"Short Course in American Art." Issued by the Associated Dealers in American Paintings. Ten programs on American art, with well-written papers and 50 miniature prints in colors. Price \$1.50. Address Miss Eleanor Lambert, 489 Park Avenue, New York, N. Y., for further particulars.

*Music*—Interesting suggestions and material can be secured by sending a self-addressed and stamped envelope to the following organizations and firms,



which publish programs, catalogues and pamphlets:  
National Bureau for the Advancement of Music,  
45 West 45th Street, New York City.

Educational Department, Victor Talking Machine  
Company, Camden, N. J.

Musical Division, The Edison Phonograph Com-  
pany, Orange, New Jersey.

The National Music League, 113 West 57th Street,  
New York City.

The National Music League issues programs on  
American Music and American composers at 2 cents  
each. Send addressed, stamped envelope for list.

*Community Recreations*—Playground and Recrea-  
tion Association of America, 315 Fourth Avenue,  
New York City.

*Motion Pictures*—Public Relations Committee,  
The Motion Picture Producers and Distributors of  
America, 469 Fifth Avenue, New York City.

Educational Department, Pathe Exchange, 35  
West 45th Street, New York City.

*Child Study*—Commonwealth Fund, Division of  
Publications, 578 Madison Avenue, New York City.

Child Study Association of America, 54 West 74th  
Street, New York City.

*Social Hygiene*—American Social Hygiene Associ-  
ation, 370 Seventh Avenue, New York City.

*Modern Housekeeping Methods*—"More Power To  
the Home," a series of practical pamphlets issued by  
the Women's Committee of the National Electric  
Light Association, Address, 420 Lexington Avenue,  
New York City.

"Little Talks on Family Finance," a complete  
thrift program prepared by the Good Citizenship  
Bureau of the Woman's Home Companion, 250 Park  
Avenue, New York City.

## CHAPTER TWELVE

### *COMMUNITY PROJECTS FOR CLUBS*

Roughly speaking, clubs may be divided into two groups, those that serve their members only, and those that serve the community.

The first group includes all clubs whose programs, lectures and social privileges are enjoyed by members and invited guests exclusively. Happily, this type of club is disappearing.

The second group includes those clubs whose officers combine with a study program some allied projects which reach or help the community. The club members follow the study course, but the entire community shares in, or profits by, its activities. Clubs of this type are increasing steadily in numbers and importance, largely because they command the respect of the community.

The club which serves the town never loses members, never lacks attendance and is never rebuffed when it asks other organizations or merchants of the community to cooperate with it in putting over a campaign or drive. Nothing pays better in club life than unselfishness plus civic spirit.

Reliable statistics on social service prove beyond question that 80% of the public libraries in America owe their existence to women's clubs whose members actually raised money to buy the first books circulated in the community, or who paid rent on the building or room in which the first library was housed, or who created the public sentiment which resulted in building a small library.

Next in order of popularity may be mentioned the

Community House. Many a club has started this project by renting and furnishing a rest-room for the wives of farmers who trade with local merchants. The practical value of the rest-room having been proved, the community became ready and eager to raise the needed funds for a Community House.

The club activity which has left its impress on perhaps the largest number of towns is that combining a clean-up campaign and a beautification program.

In selecting or planning activities for the club year, officers and chairmen should consider the interests and tastes of the membership as a whole, rather than the wishes of a small but enthusiastic group, or even community needs. In carrying out any activity, the cooperation of the majority will be needed.

When service plans are being laid for a club of fifty members or less, the Chairman of the Committee may send out a typed or mimeographed questionnaire listing the needs of the community or the suggestions already offered. Members are asked to check the activities in which they are most interested and return the questionnaire promptly. The activity securing the most votes will then be chosen for the club's major activity during the coming year.

Supposing that the year's study-course deals with public health. The questionnaire would list such topics as these: maternity center; baby clinic; round-up of five-year-olds (health examinations for children who will enter school at opening of September or February terms); a child guidance clinic; day nursery; dental clinic; swimming pool; baseball diamond for adults; gymnasium for a high school or consolidated school; drinking fountain for public square; campaign against flies and mosquitoes; anti-tuberculosis drive; campaign for milk inspection; for camps for tired mothers, working girls and under-

privileged children; for employment of visiting nurse; for a county hospital; for maternity cases.

The activity chosen, a committee on cooperation is appointed, members make special pledges for the work and a committee on cooperation is appointed to confer with town and county authorities, the Chamber of Commerce, the Grange and other organizations for both men and women. By concentrating on this single activity for a year or nine months, the club is sure to achieve worth-while results before the club season is over. The club which scatters its interest and energies is rarely satisfied with results.

In suggesting other activities, it might be well to group them according to the departments created by the General Federation, which is the plan followed by most of the federated clubs.

### *American Citizenship*

Training classes in voting open to all women.

Classes for the foreign born, seeking naturalization.

Attendance of club members at Naturalization Courts, to welcome new citizens.

Classes or occasional parties for foreign-born women, with opportunities for them to meet American women, and to display their handicraft and cookery.

Organizing mock elections in the high school to inculcate interest in politics among young people.

Preparing for local, state and federal elections by holding non-partisan meetings and inviting speakers of all parties to make addresses.

Opening booths in club houses, community houses, grange halls, stores and state and county fairs in a campaign to get out a 100% vote.

Present flag staff and flag to city or schools.

## *American Home*

Hold Own-Your-Home drive; celebrate Better Homes week; co-operate with public utilities companies and merchants in a campaign to reduce drudgery in the home by giving lectures and demonstrations in the use of gas, electricity and labor-saving devices; for rural districts, organize campaigns and demonstrations in wiring the farm and piping water supply into house; cooperate with lecturers from State University and College of Agriculture and Home Demonstration leaders in putting on lectures on interior decoration with or without films and slides; form classes in thrift for adults and young people; cooperate with school boards and teachers in establishing home economics courses in public schools. The last may require a survey of existing conditions and appropriations.

## *Applied Education*

Work for night classes for the employed and the foreign born; part-time classes and continuation schools for those who wish to supplement a limited education; evening classes in home economics and trades. Establish loan funds for needy students who wish to finish high school course or go to college, and work for State Student Loan Fund through Legislature. Cooperate with state, county and town in the fight on illiteracy. Campaign for kindergartens in public schools. Make a survey of public school buildings covering ventilation, heating, light and sanitation, height of desks and all equipment which contributes to health and progress of pupils.

In rural clubs, work for consolidated schools and transportation for pupils; for proper housing of teachers; and for community use of school buildings

after school hours; the improvement and beautifying of school grounds. Before a school election send a questionnaire to candidates and elect those who are truly interested in the school. If your school authorities and teachers are favorable to visual education, help them to secure motion picture equipment and good educational films. Work for school libraries. Put on a campaign to equip your schools with musical facilities—a piano, a phonograph and radio, and supply good records for the phonograph.

### *Fine Arts*

*Literature*—establish libraries or a children's room.

Have a story hour for children. Campaign for a county library with a library truck. If you have no library, start a fund to buy books needed by the leaders of your study courses and use these as a nucleus of a library. Put on a Little Theatre drive. Offer prizes to club members and school children for essays on current events, for short stories and for poetry. Install a book booth at the county fair to interest rural voters in a traveling library. Be sure to display in your booth books which will appeal to the farmer for himself, his wife or his children.

*Music*—Make a survey of the music needs of your town and serve these first. Hold a Music Memory Contest, cooperating with the manager of the motion picture theatre, the music teachers and supervisors of your schools and private teachers. Celebrate national music week in May. Present phonographs, radios and mechanical pianos to public institutions like hospitals and reformatories; and arrange a music service for such institutions, asking local musicians to contribute their services in turn. Establish community "sings" and Christmas carolings; organize or contribute toward high school orchestras.

Present each year a concert course at popular prices for the entire community to enjoy.

*Art*—Establish a loan fund for students desiring to study painting, sculpture or architecture; or a campaign to encourage art courses in local schools, to hang good pictures in schools and libraries, to hold occasional loan exhibits in the library, the school, or the Community House. Start a drive to regulate bill posting in order to protect beautiful views. Plant trees and shrubs on streets and highways. Install a fountain or bird bath in the public square or any other town center. Secure a course of art lectures by professors from State University and other colleges with slides, films, and other interesting features. If such a lecture course cannot be arranged, write to the Chairman of Fine Arts, G.F.W.C., 1734 N Street, N.W., Washington, D. C., for lectures which can be read by club members and list of slides to accompany them. These can be borrowed for a nominal fee.

### *International Relations*

Inaugurate a course of talks or lectures on this important topic by an expert on current events, a professor of political economy or history from the State University, or a Chautauqua lecturer who can be engaged through one of the numerous agencies. Make these lectures free to the community or charge a nominal fee. Cooperate with local clergymen in putting on special services, featuring such topics as the renunciation of war, the limitation of armaments and international friendliness. Send a delegation each year to the conference on the Cause and Cure of War, usually held in January, at Washington, D. C.

### *Legislation*

Have lectures on state laws governing women and children and throw these open to the public. Make



a survey of state legislation under consideration and appoint efficient committees to create public sentiment for bills important to home and family life, women in industry and children. Appoint a small committee to lobby for such measures when the legislature convenes and pay all its expenses.

### *Public Welfare*

These special projects may be added to those listed on page 73. Cooperate with the state, county and local health authorities in any campaign they may be inaugurating. Create public sentiment in public health problems by holding special meetings to which the public is invited. Stimulate observance of health laws by meetings and example. Work for a children's court, a probation officer, and a matron to protect women and girls arrested for any offense. Establish and chaperon community dances. Appoint committees to serve as chaperons in motion picture theatres. If you have no system of garbage collection or incinerating plant, work for one. Hold clean-up weeks, and offer prizes for most attractive grounds and gardens. Establish penny lunches in schools. Observe Child Health Day in May. Open playgrounds. Endow a bed for working women in a local hospital.

A new project in which many federated clubs are interested is the nation-wide movement to abolish county jails and substitute district penal farms. The ordinary jail offers no occupation and therefore breeds idleness and criminal instincts, especially in first offenders. The district penal farm, supported by several counties, turns destructive impulses into constructive activities. For further information send self-addressed and stamped envelope to Miss Julia Jaffray, Chairman Division of Prison Reform, G.F.W.C., 4 West 57th Street, New York City.

*SHALL WE FEDERATE?*

To federate or not to federate, has become one of the real problems of club life. The increasing number and variety of federations, the duplication of dues and effort, the arguments and inducements offered by organizers or leaders of federations fairly bewilder the members of a small or newly organized group.

Many elements enter into the situation, the need of the club for help and the ability of the federation to supply that need; the efficiency or inefficiency of federation leaders; the amount of money involved and the ability of club members to give the time and money to attend federation meetings. The last is important. If the club can take no part in the business, intellectual, legislative and social activities of the federation, it has no reason for joining.

In some states clubs are over-federated or organized. In others, federations are less active and numerous. Clubs in each state must survey the field and federate or not as the situation seems to demand.

In solving the problem, let us use as example the comparatively young but vigorous Tuesday Literary Club of Cedar Falls, a progressive manufacturing city of 30,000. Its membership is 35; its dues \$2.00 a year. The club presents interesting programs and book reviews before an average attendance of 25 members. Its activities include a small circulating library for shut-ins, consisting of books and magazines contributed by members, and half the salary of the "story lady" in the children's room of the public library, raised by giving card parties. Members of

other clubs ask: "Why doesn't the Tuesday Literary Club Federate?"

Its own members echo the question. How to proceed?

It invites officers and chairmen of federations it might join to address its meetings on the psychology and value of federating. These speakers may represent the City, County, District, State or General Federation.

After listening to the speeches, the club votes to join the City Federation. But voting is not enough. Its Corresponding Secretary writes to the Corresponding Secretary of the City Federation which appoints a member of the Board to visit the club, possibly at a meeting. She meets officers and members, and having decided that the Tuesday Literary Club would be a desirable addition to the City Federation, she presents its name to the Board of the City Federation which votes to accept or reject the club's application for membership in the Federation. In some federations, the name is presented to the delegate body at an annual or semi-annual meeting.

If the club is admitted, its Corresponding Secretary is so notified, it pays its dues which will be two or three dollars at most, and it may now elect delegates to all meetings or conventions of the City Federation.

In the same way, a member of the District Board proposes the club's name to the district or State Federation. A State Director nominates it for membership in the General Federation.

The usual progress of a federated club is City or County, District, State and General. Some clubs join the State Federation without joining the County or District. Boundaries of District Federations are the same as those of the Judicial District.

Now, having been made a member of the City, County, District or State, what benefits may the Tuesday Literary Club reasonably expect?

From the City Federation:—It is entitled to send one or more delegates and alternates to the spring and fall meetings and the convention of the City Federation. If the Federation is not over-crowded, additional club members may go to these meetings on payment of a nominal entrance and registration fee.

The club profits by the reports which these delegates and visitors bring to its next meeting, describing plans of work and inspirational addresses.

During the year, members of a federated club may attend other interesting meetings. These include all-day conferences, broken by luncheon, on public welfare, fine arts, and publicity; forums and symposiums, especially before a city election.

The Drama Committee of the City Federation often supplies lists of plays worth seeing; so does the Motion Picture Chairman. Department chairmen of the City Federation are supposed to address meetings or individual clubs on the studies they are directing. Not a few clubs make up their list of speakers for the entire year from City Federation Chairmen, both department and division.

The County Federation is especially popular in the rural or suburban district because it can bring pressure to bear on the authorities in the interest of projects dear to the community, such as better roads, consolidated schools, school and traveling libraries, a county nurse, health examinations in the schools. The County Federation is more apt to major activities than to prepare programs which may be worked out by each club belonging to the Federation. The dues per club asked by the county federations are \$5.00 a year or less.

The State Federation offers its affiliated clubs study programs which are prepared by the Chairmen of departments, helpful pamphlets, bibliographies, and lists of speakers available for club meetings. In many states, department Chairmen will address affiliated clubs in return for their traveling expenses.

District or Sectional Federations offer no more help than city or state bodies but their meetings are replete with interest created by forums, symposiums, and round tables. These meetings are appreciated by clubs whose members might not be able to attend a State Federation Convention. District Conventions also serve as training schools in parliamentary procedure and club leadership, and are especially valuable to club workers with political ambitions.

The General Federation offers less direct help than any of the federations already listed. However, it deserves the support of any club which can afford to join it, because its national chairmen plan the work and study departments on which all state programs of work are based. Any member of a club belonging to the General Federation may write to its Headquarters at Washington, D. C., for information about programs, projects and sources of information for club papers, assured of receiving a helpful reply from the Bureau of Research. A member of a club belonging to the General Federation may also visit and sometimes secure a room at the Headquarters and home of the Federation at 1734 N Street, N.W., Washington, D. C. Dues for the General Federation are 10 cents per capita. Clubs may join directly or through the State Federation. Information can be secured through State Federation President or Director.

But the outstanding reason for federation is expressed in one word—power. Just as a woman uses

a double instead of a single thread for sewing on a button, so a strongly reinforced group of women can hold its representatives in State legislature and U. S. Congress in line. When a single club woman or the secretary of a single club writes to a member of the State Legislature urging the passage of a welfare measure, he may forget the communication or cast it aside, but when the state, district, county, city and club chairmen of public welfare all write, telephone and telegraph, he begins to see beyond these messages a flood of ballots which will elect or defeat him when he runs for re-election.

Practically every State Federation in the country appoints a Chairman of Legislation who makes her home at the State capital. When the legislature is in session her efforts may be re-inforced by those of a committee, and when the fate of an important measure is at stake, a veritable army of interested club women may descend upon the capital, constituting a formidable lobby for right and justice.

In federation there is strength—provided always that the federated body has the right leadership.

The club admitted to a federation has responsibilities to meet. No club should apply for membership in a federation unless its members are able and willing to take part in federation activities, serve on committees, hold offices when needed, pay dues and support its activities by word and deed.

Our State Federation President adds plaintively, "And please do ask every member of every club planning to join a federation to read its year book, to familiarize herself with the Federation's aims, purposes and activities, to digest the contents of the year book, and make use of the information it contains, thereby saving herself and her state officers and chairmen a lot of unnecessary correspondence."

## CHAPTER FOURTEEN

### *CONVENTIONS AND HOW TO MANAGE THEM*

In organization circles, the term "convention" is most generally applied to the annual or biennial gathering of associations engaged in the same or allied work. Thus you have conventions of Federated Clubs, Leagues of Women Voters, Parent-Teacher Associations, Public Welfare Workers, and Four-H Clubs.

The convention may be local, county, district, state or national. The delegates are elected or appointed by local organizations or groups, according to the Constitution and By-laws. They constitute in the convention what is known as the delegate or voting body.

In this connection, it is well to remember that every gathering is not a convention. In some districts, federated clubs hold conferences for the discussion of work as planned at the state convention, or for the exchange of ideas and for cementing pleasant club relations. Such meetings are called conferences. Again, club women may be called together in cities or countries for informal discussion of timely topics and these are called forums.

A successful convention sends delegates home feeling that they have received practical help and inspiration from the meetings and have been graciously entertained by the hostess club and the community.

This happy result can be secured if committees are appointed wisely. Chairmen should be selected for individual capability. The quiet, studious woman may not shine as chairman of the committee on hos-



pitality, but she may be the very person to head your program committee. On the other hand, the member who dreads preparing a paper or making a talk may be just the woman to appoint on the hospitality or reception committee. A business woman or a housewife who is systematic, methodical and given to budget-making will serve well on the registration or credentials committee.

The date for the annual convention of a county, district or state federation is usually fixed by climate, spring, summer or fall, as it may be easiest for delegates to travel and to leave their families. The place is chosen by the board of the federation which is holding the meeting, and there is often keen competition among cities or districts for the honor of acting as hostess to the convention. For a state convention, cities are selected so that each part of the state in turn acts as hostess district, north, east, south and west.

The management of a convention is in the hands of two groups of committees, one representing the county, district or state federation, and another representing the hostess town, city or district. The federation committees plan the convention and the local committees set up the machinery to carry out the plans. There must be perfect harmony and team work between the two groups.

Soon after the two groups of convention workers have agreed on the program essentials and other details, the Corresponding Secretary of the Federation holding the convention issues the call, compiled from material supplied by the two groups of committees, through the Recording Secretary. The call should furnish information on these matters: Place, date, hour set for opening session and adjournment; name of church, club house or other building in which con-

vention will be held, names of hostess clubs, names and addresses of Chairmen of Transportation and Credentials; names of Chairman of the local Convention Committee or Board, and of local Hospitality; facts about transportation facilities and rebates; list of hotels with rates; particulars concerning entertainment in private homes; announcement of any outstanding attractions or feature which may stimulate attendance.

The following local committees are sufficient for any state, district or county gathering:

Arrangements, program, transportation, hospitality, decoration, registration, credentials, exhibits, information and publicity.

A practical division of duties is this:

*Committee on Arrangements*—Ascertains probable number attending, secures an auditorium for the meetings and has general supervision over, and receives reports from all other local committees. It is the committee actually responsible for the smoothness and the success of the convention. It should give special attention to selecting a centrally located auditorium, easily reached by trolley, by jitney or afoot.

*Committee on Program*—Cooperating with the state, district or county officers, this committee plans the program, secures out-of-town or local speakers and allots time on the program for lectures, informal talks, papers and reports.

Its work is extremely important. The program should be built to give delegates the information for which the convention is called. Time must be allowed for questions and the discussion of papers and reports, for round tables and for interchange of ideas. Many conventions fail because the programs are so cumbersome that delegates have no opportunity to exchange views and experiences.

Local or visiting experts on the program should be selected for their special fitness or knowledge of the subjects in which the convention is interested. Delegates who gather for intensive study of child welfare may be annoyed, not entertained, by an hour's lecture on modern tendencies of art.

Music is an important feature of convention programs, and singing by delegates should be introduced at every business session for relaxation. For example, at about 11 A.M., after the reports of officers and committee chairmen have been read, windows should be thrown open and several numbers should be sung by the delegate body, standing. Delegates will then be refreshed for the trying ordeal of hearing and discussing resolutions.

Present no program while food is being served at luncheons and dinners. Allow this time for delegates to get acquainted, and offer your program after the meal is served.

Allow ample time for delegates to present reports. As a rule, these reports, filled with practical help to workers from different communities are out, because special speakers overstep their time, or because unexpected business intrudes. The delegate who brings a report from her organization should be shown the courtesy of a hearing.

*Committee on Transportation*—Secures complete and definite information concerning all methods of reaching your city, railway and inter-urban lines, buses, jitneys, and water-ways. Send this information with time-tables and accurate fares to Recording Secretary of federation.

Compiles for your local Committee on Information, accurate details covering transportation from hotels to meeting places. If you have no trolley lines and depend upon private cars for transporting visiting

officers or both officers and delegates to the auditorium, make a schedule of volunteers and assign them to their duties.

*Committee on Hospitality*—Secures rates from hotels, boarding houses and home-owners who will rent rooms to delegates. Furnishes this list to Recording Secretary of federation in time for delegates to engage quarters. If visiting officials are to be entertained, makes the necessary arrangements and notifies each official of the name and address of her hostess.

Plans all public receptions and entertainments, and confers with each individual hostess who will give a tea, luncheon or dinner. No private or personal functions should be arranged by local women without first consulting the federation Committee on Hospitality. Many a visiting official or delegate is embarrassed when official entertainment and personal hospitality clash.

If your convention is small and if delegates will be entertained by local women, prepare a list for the Committee of Information or better still, advise each delegate of the name and address of her hostess.

Appoint a special reception committee to meet delegates at railway stations or bus terminals on the opening day of the convention.

*Committee on Decorations*—Decorates the auditorium and arranges for the decoration of any public banquet room. If individual hostesses need help in decorating private homes or grounds, the committee may tender this service. It sometimes asks local merchants and organizations like the Rotary Club and the Chamber of Commerce to decorate shops, streets, public and private buildings in honor of the delegates.

*Committee on Registration*—Supplied with the necessary books and blanks, this committee must be in

attendance at the appointed place promptly, to receive and to register delegates.

*Committee on Credentials*—Equipped with a list of delegates and alternates sent by each organization represented in the convention, this committee takes credential cards and supplies delegates with badges or buttons.

*Committee on Exhibit*—Secures from local, visiting state or national bodies exhibits, leaflets, books, charts and all literature bearing on the objects and purposes of the convention, which delegates may wish to read or to take home, and supplies a room and other facilities for displaying them. This has become an important feature of convention life.

*Committee on Information*—This Committee maintains throughout the convention a bureau of information which gives *accurate* answers to inquiries. Its members must be posted on the program of the day, including social events. It should have at hand a list of officers, delegates and local committee women.

It must be able to give out information covering points of interest, and transportation facilities, hotels, shops, almost any local matter on which delegates may ask help. It should have a table near the registration and credential committees and its equipment should include the local telephone book, the city directory, an ample supply of programs and scratch pads on which delegates may jot down information secured. And it installs a bulletin board at the entrance of the convention hall, on which are written the day's program, changes in social plans, notices of vital importance, such as articles lost and found, names of delegates, alternates and visitors for whom telegrams or long distance telephone calls have come.

*Committee on Publicity*—This is one of the most important committees. Previous to the convention,

it posts out-of-town bodies which will send delegates, on the attractive features planned for the meeting. It sends announcements to papers all over the state, district or county, according to the nature of the gathering. It creates interest among local people. In one midwest city, the publicity committee published a statement in the local paper asking churches, merchants, and theatre managers to extend special courtesies to the delegates, and its members visited many of the leading stores, suggesting that owners advise their clerks of the coming event. Delegates were delighted at the recognition which resulted from this activity and the various interests of the city profited by it.

If the convention is to be large and to last three days or more, a special committee on banquets or receptions may be needed.

For every convention, there must be ample platform provision, tables for secretaries, seats for officers, speakers and guests of honor. Tables and chairs or special seats for newspaper representatives should be reserved near the platform. A parliamentarian, a time-keeper, ushers and pages will be required. Time and annoyance can be saved at a small convention if a Sessions-Manager is secured. Her duties are:

1. To notify the presiding officer five minutes before the opening moment so that the meeting will open "on time."
2. To meet each speaker and tactfully mention the length of time he is to speak.
3. To see that the speakers are in their place on time or, if one is late, that another is ready to take the place of the late comer.



4. To see that ushers are performing their duties and that the front seats are occupied.
5. To supervise the pages and see that material for distribution is ready at the proper time and is sufficient for the delegates present.

To sum it up, the office of the Sessions-Manager is to insure clock-like precision for all meetings, and to protect officers on the platform and delegates on the floor from unnecessary noise, interruption and annoyance.

For a large convention, these duties are divided between a floor manager and a platform manager. The latter attends the officers, sees that speakers are on the platform when announced and is not supposed to leave the platform during a session. She calls on pages to do her errands. The floor manager, with ushers and pages to aid her, looks after the needs of delegates and others seated on the floor, and is responsible for keeping order at the various entrances.

In a general way, mornings from ten to twelve o'clock should be given to routine business, like the reports of officers and chairmen of standing committees. On the first day, early in the morning session, two committees should be appointed—one to prepare a comprehensive plan of work for the coming year, and the other to prepare the resolutions to be adopted by the convention. These committees should meet at four-thirty each day and do real work.

The afternoon from two to four o'clock may be given to round tables. The chairman of the round table should see that a clear, terse statement is made at the opening of the session, which will make the discussion to follow profitable and interesting. At



the close of the discussion, conclusions should be formulated which will be practicable and worth while, giving to each delegate a definite, tangible thought to carry home with her for the next year's work. Diagrams and the blackboard should be freely used in the round-table hour.

If luncheons for officers and other groups are arranged, they should never be allowed to interfere in any way with the prompt opening of the afternoon session at two o'clock.

The first evening should be given to an informal reception where the delegates may get acquainted. This may be preceded by a banquet.

The other evening sessions, from eight to ten o'clock, should be carefully planned. It is well to have some music, a prayer for divine blessing and guidance and *one* lecture by a really great man or woman on a worth-while subject.

The lecture should be forty-five minutes in length. The other hour should be devoted to a forum, during which the speaker will answer questions asked by persons in the audience. The session should close promptly at ten o'clock.

If the convention is held in a capital city and the Governor of a State wishes to receive the delegates in a body, this could be arranged very appropriately some afternoon at four or four-thirty. But, as a rule, the time from twelve to two and from four-thirty to eight should be used for committee meetings, for rest, or for friendly intercourse. The convention should not be one continuous whirl of social activities and meetings. Time should be allowed for the delegates to become acquainted with each other, to discuss matters of mutual interest, and to rest. Otherwise they may forget many worth-while ideas they received at conferences at the convention.

*CLUB PUBLICITY AND HOW TO GET IT*

Publicity may be said to be the breath of club life. Many a club has had no real standing or influence in the community until a live publicity chairman exploited its activities in the local press. And many a club whose membership and attendance have been falling off, has been revived by the cleverness and resourcefulness of a newly elected press chairman. So let us start with the qualifications which the press chairman should have in some measure, at least.

1. She should like to write. The woman who dreads to pen a letter and who puts it off until the last moment will never make a good publicity chairman.

2. She should have the capacity for making friends easily. She must be on friendly terms with the newspaper people of her town and she must also be able to extract news items from members of her organization.

3. She must have what is called news sense. By this is meant that she should recognize those events or business transactions at a meeting which will appeal to the newspaper reporter and editor, and therefore secure space in the local paper for her club. To make this clear, let us say that what Mrs. Wellington Smith wears at the annual luncheon is not nearly so important as Mrs. John Smith's announcement that the Public Welfare Committee has raised \$250.00 to send thirty youngsters to a camp for under-privileged children. Mrs. Wellington Smith's friends expect her to be well-dressed but very few citizens are prepared for such a generous gift from the organization. In

other words, the expected and commonplace thing is not news—the unexpected or unusual is.

4. She must not play favorites in getting space for projects or people. How tired we readers of newspapers do get of certain names published again and again to please seekers of publicity. And even though the Press Chairman is more interested in a day nursery than a child guidance clinic she must give wide publicity to the latter if the club voted to establish it.

5. She must show to representatives of the local press the courtesy due them. Every line of space given to a club is desirable advertising, as clubs would soon find out if they had to pay for it by the inch. In most communities editors do not have enough space to print all the news that reporters bring into the office and “write-ups” given the club are a favor and a courtesy. Too many club women think that they do the editor a favor when they send in a “news item,” consisting largely of a description of table decorations and dresses. What the public wants to know is something about the activities, the philanthropies and the working plans of the club.

Some clubs make a ruling that newspaper reporters shall not be admitted to meetings but shall accept reports sent in by the Press Chairman. Such a ruling reflects on the honesty or the accuracy of the reporters, and tries the soul of the editor. Moreover it is no protection for the club. If a scene or a quarrel is staged at a club meeting members may be sure that the press will hear of it even though reporters are not present. Usually the story is spread by some disgruntled member of the defeated faction.

The duties of the Press Chairman are divided into two groups—those which are related to club organs, local, state and national, and those which serve the local press.

Occasionally, the clubs in a city federation publish a bulletin. Practically every state has its own bulletin; and the General Federation issues a monthly publication known as "The Federation News." The wide-awake Publicity Chairman supplies news items about her organization for the local, State and General Federation bulletins. This phase of her work gives her club standing among club women throughout the country.

But the publicity work which is more important to her organization especially in stimulating membership and attendance is that which appears in the local papers.

Most of the daily papers print club and society news every day. Evening papers have a large club page in the Saturday afternoon edition, and morning papers make their club-spread in the Sunday edition. The Publicity Chairman must know the "dead line" for all these editions. The daily paper's "dead line" is a certain hour, after which no news items will be accepted on that particular day. For the Saturday editions and Sunday morning pages, the Chairman must usually get in her copy on Thursday—perhaps even earlier, to secure good space for photographs or cuts.

Announcements of meetings should be brief. Example, "The Tuesday Literary Club will hold its next meeting November twelfth, at three o'clock, at the home of Mrs. Charles Emory, 1739 Willow Avenue. The topic of the day is 'The Poetry of Youth.' At the close of the program Mrs. Frederick Adams, Chairman of the Contest Committee, will announce the prize winners in the contest recently closed in the Emerson and Roosevelt High Schools."

If reporters are not present at the meeting, the Press Chairman will write a brief account and send

it to the local papers. Example: "The Tuesday Literary Club met yesterday afternoon at the home of Mrs. Charles Emory, 1739 Willow Avenue. Interesting papers on the younger American poets were read by Mesdames Thomas, Carpenter and Mrs. John Curtis. Mrs. Ellis Moore read poems picturing the impulses and reactions of youth. Mrs. Frederick Adams, chairman of the Contest Committee, announced the poetry awards as follows: First prize: \$10.00 to Elmer Gray, Roosevelt High School, '31. Second prize: \$5.00, Mary Tiffany, Emerson High School, '30. Third prize: Beth Young, Roosevelt High, '32. Honorable mention: Elsie Bennett and Bob Willetts, Emerson High School.

If reporters are present each should receive a correct list of the prize winners and the titles of their poems, to insure an accurate account.

As a rule, in the Saturday afternoon or Sunday club pages, a more extended account of the contest may be given, including such items as the number of poems entered, the name of the school which led in the entries, the judges who awarded the prizes, and if they are not too long, two or three of the prize-winning poems, with photographs of their authors.

The brief report of the meeting published on the day following is a news item; the rounded-out story of the contest, with the poems and pictures of the winners, constitute which is called a human-interest story.

When the club is to have a speaker or guest from out of town, whose importance justifies the space, the Publicity Chairman can usually have the visitor's photograph published in the local papers, with short stories about her work or the activities which have given her a reputation as a club woman, author, speaker or publicist. On the day that she arrives in

the city, local reporters should be invited to meet her.

When a club is hostess for a conference or convention called in its home town, the Press Chairman issues a succession of news stories announcing and featuring the event. She can also have pictures of committee chairmen and prominent delegates published in club columns.

For a convention the local Publicity Chairman, assisted by the County or State Federation Chairman, can secure almost unlimited space, provided they prepare snappy material. A number of short items and brief interviews with outstanding delegates and speakers are worth more than one long article. An item a day will never keep delegates away.

The Publicity Chairman should prepare correct lists of Chairmen and committee women, delegates and alternates; of visiting speakers, musicians and actors who will present plays or pageants for visitors. As soon as they are available, programs should be sent to the local newspaper people.

No matter how small the convention, the Publicity Chairman should see that facilities are provided for the press. A table should be placed directly in front of the platform, with chairs for as many reporters as are expected; pads of paper and pencils should be provided. The Publicity Chairman should sit near that table to answer questions of reporters.

At a District Federation Convention which I attended recently no tables were supplied. No chairs were reserved for the press and the reporters stood in the back of the hall. Yet delegates complained that the local papers gave little space to the proceedings of the convention.

When a club gives a large luncheon or banquet, tables should be reserved for the press. If speeches are to be reported correctly and the gowns worn by

the women at the speakers' table are to be described satisfactorily, the tables for the press should be directly in front of the presiding officer. At one banquet I saw club members remove the placard reading "reserved for the press"; carry it to a table in a far corner of the room, and appropriate the press table for their own use. The next morning the convention hall rang with the complaints of women who felt that the newspapers had ignored their biggest function.

At another banquet editors of seven large papers printed in various cities of the district sent reporters to the gathering, paid their traveling and hotel expenses, and the charges for wiring in daily reports sent by the reporters. No table was reserved for the press at the banquet and only one reporter received a ticket. She happened to be a former student of the President who had been a high school teacher. Naturally, the other reporters wrote brief reports of the affair.

A long report of a club function with the much-desired names of committee women and guests, to say nothing of glowing descriptions of gowns, forms an important contribution to the success of a convention. The editors can show this courtesy or withhold it as they like. It always pays to be appreciative of, and courteous to the press.



## CHAPTER SIXTEEN

### *CLUB CUSTOMS*

Parliamentary law has been devised to guide the presiding officer and the house in conducting business sessions. Its definite, printed rules govern the actions of every well-regulated organization.

On the other hand, club customs are the unwritten laws which govern the social relations of the organization. No book written on the subject would prove practical for all organizations, but a few rules are generally observed.

The social customs or etiquette of club life, like good manners at any time and in any place, are based on consideration for others.

Here are a few unwritten but generally accepted rules for all club members:

Be tactful, cordial and appreciative in your club relations, and you will be popular. Many a woman has been elected to office on the strength of her charming manners, her pleasant smile, her kindly way of speaking, her faculty for avoiding criticism and sharp words. She may not be a great executive but she retires from office as popular as she went in, and the organization rarely loses members during her administration.

You may start for your club meeting with a sense of irritation at the world in general, bred by petty annoyances in your own home. Drop all such feeling before you enter the club house or meeting place. Start your club afternoon right by assuring yourself that you will enjoy the meeting, the program and the social contacts.

Greet your fellow-members courteously. Make a point of meeting or introducing yourself to new members and speak a word of greeting. If a member has had good fortune of some sort since the last meeting, congratulate her. More important, if she has passed through a bereavement, express your sympathy. Doubtless the Secretary and President have sent her notes of condolence, but the few personal words you say will touch her even more than the mass expression of friendly club feeling.

If an officer or committee chairman has done something in the interest of the club since the last meeting, express your appreciation when you meet her. Kind words make officials work the harder in the interest of the organization.

During the meeting observe club amenities. Do not whisper or move about during the reading of reports and papers or during musical numbers.

When debate is under way, do not interrupt a speaker but wait your turn to secure the floor, always addressing the Chair and not the former speaker.

Listen to the discussion or debate. Follow motions and amendments and know the business on which you are voting. It is inconsiderate to ask the Chair to re-state a motion over and over again, just because you have not been paying attention.

After the meeting, say a few words of praise or appreciation to those who presented the program, both out-of-town speakers and local women who have prepared papers or given musical numbers. Just such trifles make you popular in club circles and among guests.

Refrain from criticising officers. For the time being they are responsible for the vitality, progress and reputation of the club, whether they were on your ticket or the other. Disloyalty and petty comment on

your part hurts the club—and you—more than it injures the officers you criticise.

If you are asked to serve on an important committee or to run for office do not decide until you have given the matter some thought. Consider the duties involved and your fitness to perform them. Do not take office merely for the sake of precedence or to see your name in print or to attain a seat on the platform. Accept appointment or nomination only when you are sure that you can meet the obligations of the office.

If you are selected as delegate to a convention, inquire at a regular meeting of your club how its members wish you to vote on questions of finance, policies and working progress which may come up for action at convention sessions; also learn their wishes on candidates for office. If your district is entitled to nominate a candidate for office in the State Federation, confer with your club body on eligible candidates. Do not present a divided front at the convention. As an experienced club official once said: "Wash all dirty linen in your own club meetings, not at a convention."

If offered a nomination for any post of importance, figure whether you can afford to accept. Office holding may cost time, energy and money which you cannot spare. Balance the honor and pleasure of office-holding with your income and your duties to your home and family.

Pack tolerance and patience into the suitcase you take to a convention. Hospitality committees make mistakes. The promised automobile may not be at the railway station or bus terminal when you arrive. Then exercise your natural good judgment and patience. All mistakes will be righted, and in the end you will enjoy the convention experiences.

Custom or etiquette for officers is a little more definite.

On the platform the presiding officer takes precedence. In a large club she should be attended by a page or another official who will see that her messages are delivered. In a small club, the Vice-President and Secretary keep a watchful eye on the President and see that her wishes are executed. In Chapter VIII, "Duties of Officers," the service which the Secretary is supposed to render the Chair are listed. Nothing is more embarrassing for a presiding officer than to ask for the roll call and learn that the Secretary has forgotten to bring it, or for a report and find that it is missing.

Officers seated on the platform are expected to show to speakers and debaters the same courtesy shown by the house. Whispering officers are not only an annoyance to speakers and house, but they are distinctly and inexcusably rude.

Often a split ticket is elected. Then two or three officers represent one faction of the membership and the rest another faction. The two groups must train themselves to work in harmony. Pre-election differences must be buried in the interest of the organization, and personal enmities must be quenched. Jealousy, personalities, quarrels among officers have wrecked many a promising organization.

One of the most important offices of the President is to run the meetings on schedule. She should open and close the session on the minute, and interrupt politely any speaker who oversteps the allotted time. Many clubs assign this important if unpleasant task to a time-keeper, but if there is no such official on the platform the President is justified in stopping a speaker at the appointed time, and should not be criticised for this action by *any one*, least of all by the

speaker who has tried to take time belonging to another speaker or artist.

When the President invites a visiting club officer or a guest from out of town to come to the platform, she remains standing until her guest reaches her side, when the two women shake hands, and the President indicates the chair which the visitor is to take. If several guests are invited to the platform the President bows to them as they mount the step. They are then seated by the Vice-President or some other officer and the President continues the order of business.

If possible, out-of-town speakers or local men and women who are not acquainted with the President should be brought to the platform and introduced to her before the meeting is called to order. Otherwise the President may be subjected to inconvenient and disturbing interruptions.

The presiding officer or the program chairman should be supplied with the correct names of speakers and musicians, together with some facts about their work or standing and the title of the address to be made. Nothing embarrasses a presiding officer more than to learn she has introduced a speaker incorrectly and nothing is more trying to the speaker. Such carelessness and inaccuracy are a blow to the pride of the speaker or artist who has probably worked hard to achieve a reputation.

The arrangement of receiving lines and the seating guests at the speakers' table often raise vexing questions. The receiving line is always headed by the President of the organization. Next to her stands the guest of honor; then the Vice-President and other officers in order, with chairmen of standing committees last. If there are several guests of honor, they stand in order of importance.

When the gathering is large and many strangers are present, an officer who is well acquainted and gracious may be appointed to introduce strangers to the President. She fills the office of the military aides at a Governor's reception.

When a reception is given in honor of newly elected officers, the old president stands first and introduces the club members and their guests as they file past.

At a luncheon, dinner or banquet, the President sits in the exact center of the table reserved for speakers. On her right is the guest of honor and on her left the visitor who ranks next in importance. The Chairman of the Day or of Program sits on the right of the guest of honor, unless she is one of those unfortunate officers who must be near the end of the table where she can direct subordinates and captains of waiters. Her rightful place, however, is next to the guest of honor.

All speakers, including the clergyman who will pronounce the blessing, should be seated at this table; also any important officers of the district, State or General Federation who may be present. It is not necessary, however, to seat musical artists at the speakers' table. They usually prefer a table near the piano. The wife or husband of the principal speaker may be seated at the honor table, but the wife of the clergyman may be seated with congenial friends at a floor table. A member of the hospitality committee should escort her to the table. As for husbands and families of officers, they usually prefer to make up their own groups at tables which command a good view of the platform.

The entertainment of visiting speakers and officers presents quite a few problems. Officers of State and General Federations are usually busy women. Fre-



quently they travel with secretaries. It is wise, therefore, for the hospitality committee to learn in advance whether they prefer to stop in a private home or a hotel. If they choose the hotel, reservations must be secured and held for them. Nothing is more trying than for an officer or speaker to arrive and find that through some oversight the promised room has not been held, perhaps not even reserved. Not infrequently I have arrived at the hotel named in correspondence with a club secretary or committee woman to find that I must wait in the lobby for a room from one to three hours, and then go to the meeting or luncheon without proper time to dress, let alone rest and compose my mind for speaking.

If the guest of honor expresses a desire to stop in a private home, the hostess should not only prepare a comfortable room for her, but should give the visitor, usually a busy woman, ample time in which to attend to her correspondence and to rest. It is not kindly or courteous to fill a prospective guest's every hour with callers and entertainment, without first consulting her on her plans and wishes.

Officers of suburban and rural clubs should give visiting speakers and guests advance information about trains and on all arrangements for their arrival and departure. See Chapter X, "Club Correspondence."

Arrangements should also be made for visitors to refresh themselves before entering the auditorium, to say nothing of mounting the platform. One of the worst colds I ever contracted was caused by waiting in a drafty corridor while a club concluded a heated discussion on how a certain appropriation for welfare work should be spent. I had arrived in a pouring rain and at thirty minutes after the hour set for my talk, I mounted the platform, my feet soaking wet and



without any opportunity to remove traces of my hard trip.

Experiences of this sort make authors, artists and experts wary of invitations from women's clubs.

Good manners, consideration, tact, the happy faculty of putting yourself in the other woman's place, all make for harmony and enthusiasm in club circles.



## CORONA *FOR* CLUB WORK

**T**HE foregoing chapters have outlined a business undertaking which is engaging the interest and efforts of millions of women—club work, a business which in many ways is more complex than commercial business and which demands a high quality of executive ability.

It hardly need be emphasized that the conduct of club affairs calls for modern business methods and equipment. Even a casual reading of this manual suggests numberless reasons why every club woman would find a Corona of great help in her work—really a necessity.

As a matter of fact, we are rapidly approaching the time when all correspondence will be typed instead of written. Many women prominent in social and club life have already abandoned entirely the old-fashioned, illegible written letter and have adopted the modern, sensible typewritten method.

The ability to type will be of steadily increasing value. It will extend your usefulness in club work

and lead to responsibilities and prominence. A Corona will make easier and more systematic the conduct of home affairs. If your interests and talents tend in the direction of literary work, a Corona is indispensable.

Possibly the most vital reason why every home should have a Corona is its amazing educational benefit to children. It has been demonstrated that a typewriter improves spelling, leads to greater accuracy, and results in higher scholastic standing.

Corona is a perfect, complete typewriter. It has everything and does everything. It is the product of twenty years of scientific development by able typewriter engineers. Its touch, smoothness of operation and convenience compare with the same qualities in big machines. Corona is small in the sense that a fine watch is small.

Corona is really the ideal typewriter for personal use. It is so sturdy and so finely made that practically no expert attention will ever be needed. Coronas twenty years old are still giving perfect satisfaction.

You doubtless hesitate because of the idea that it may be difficult to learn to operate a Corona. Do not let that fear deter you. The first time you sit down in front of a Corona, you will be able to type an acceptable letter. In a week you will have acquired speed and real facility. Thereafter, typing will be as automatic as writing—and infinitely easier.

Possibly you would like to try a Corona before purchasing. Any Corona dealer would be glad to deliver a Corona and leave it for a sufficient time to enable you to become familiar with its ease of operation, simplicity, and convenience. When you decide to buy it, he will, if you so wish, arrange to have it paid for gradually. If you have an old typewriter an allowance will be made on it.

Corona, with standard four-row keyboard, complete with an attractive carrying case, costs \$60. Corona Special, with three-row keyboard (a splendid machine), with carrying case, costs \$39.50. Both machines offer a choice of many charming colors.

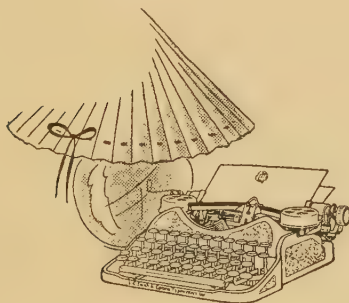
✓ ✓ ✓ ✓ ✓

The makers of Corona are delighted to have had the opportunity to publish this helpful book in the interests of club work, confessing however to a selfish motive since in proportion as club work is efficiently done will the use of Coronas increase.

It is hoped that club women will feel free to ask us for any assistance they may need in the more technical processes of club business.

Comments regarding "A Manual for Club Women" will, of course, be very welcome.

L C Smith & Corona Typewriters Inc  
51 Madison Avenue, New York City







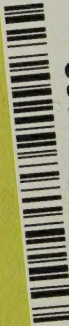












W9-BII-169

